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Published Results-based Plans
2011-12
and
Annual Reports 2010-11

Volume 1
Ministry of Aboriginal Affairs –
Francophone Affairs

Ontario

Aboriginal Affairs

Aboriginal Affairs

Ontario

Published Result-based Plan 2011-12

Ministry of Aboriginal Affairs

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Ministry Overview

The Ministry of Aboriginal Affairs was created in 2007 to develop a stronger, broader partnership with First Nations, Métis and Inuit people in Ontario.

The ministry leads corporate government initiatives on Aboriginal affairs, and coordinates cross-ministry Aboriginal policy initiatives and multi-lateral relationship processes.

Vision, Mission/Mandate

The Ministry of Aboriginal Affairs envisions a higher quality of life for Aboriginal people in Ontario, developing of sustainable economies and improving social conditions.

The ministry's mandate requires it to:

- Develop policy in partnership with First Nations, Métis and Inuit peoples, Ontario ministries and the federal government, where appropriate
- Settle land claims and address historic grievances more quickly
- Promote collaboration and coordination across ministries on Aboriginal policy and programs
- Set priorities for and track the progress of Ontario's Aboriginal agenda
- Enhance government and public awareness of Aboriginal people, issues and practices for consulting and engaging with Aboriginal people
- Help Aboriginal people to access Ontario government programs, services and information
- Encourage diversity, especially representation of Aboriginal people in the Ontario Public Service.

Building on this broad mandate, in May 2008 the government approved a new four-year Strategic Course of Action. This new strategic direction set the following four areas of focus for the ministry:

- Building stronger relationships between Ontario and Aboriginal partners
- Improving social conditions and quality of life for Aboriginal people
- Increasing economic opportunity and sustainability for Aboriginal people
- Resolving land claim issues and working to achieve reconciliation between Aboriginal people and the Ontario government.

While other provincial ministries are responsible for delivery of most programs and services designed specifically to improve socio-economic conditions, the Ministry of Aboriginal Affairs is mandated to work with them to coordinate policy and program initiatives designed to deliver on these key priorities for First Nations, Métis and Inuit peoples.

Priorities and Results

The ministry's corporate priorities for 2011-12 include:

Ministry of Aboriginal Affairs Initiatives:

- Strengthening collaborative relationships with First Nations, Métis and Inuit leadership and communities
- Providing advice to the provincial government on Aboriginal policies and priorities
- Leading Ontario's participation in land claim and treaty negotiations
- Increasing government and public awareness and knowledge of First Nations, Inuit and Métis people and issues
- Leading and coordinating corporate consultation/engagement policy development
- Promoting Aboriginal well-being including improvements to education, skills training and health, in collaboration with the federal government
- Leading strategic priorities, such as resource revenue sharing and administering the New Relationship Fund
- Providing emergency response coordination as well as Aboriginal issues identification, coordination and management
- Working with other ministries, First Nations and Métis leaders to continue implementing the recommendations of the Report of the Ipperwash Inquiry.

MAA Support to Other Provincial Ministry-Led Initiatives:

- Work with the Ministry of Environment and federal and Aboriginal partners on water pilot initiatives
- Collaborate with other ministries to develop and implement key policy initiatives that impact Aboriginal people, such as the Green Energy and Green Economy Act, 2009, modernization of the Mining Act, Far North Land Use Planning, and the Growth Plan for Northern Ontario and other provincial initiatives
- Work with Aboriginal, provincial, federal and other public and private sector partners to support Aboriginal economic development, including the creation of tools to support economic opportunities for Aboriginal communities
- Work with Aboriginal, provincial, municipal governments, and Toronto 2015 to support Aboriginal involvement leading up to, during and post 2015 Pan Am Games
- Work with Aboriginal, provincial, and federal governments, and the private for-profit and non-profit sectors to promote leadership and well-being for Aboriginal youth through all forms of recreation, including the development of after-school initiatives.

In pursuing these goals, the ministry contributes to the achievement of the government's key commitments, priorities and results.

Ministry Activities

The ministry works to meet the government's goal to build trust, prosperity and hope with Aboriginal people through the following activities:

Stronger Aboriginal Relationships

Better relations foster reconciliation with Aboriginal peoples. To this end, MAA is:

- Providing a one-window access to the Ontario government for Aboriginal communities and organizations.
- Maintaining and building on existing relationship tables currently in place with the Nishnawbe Aski Nation, Grand Council Treaty #3, Anishnabek Nation and the Métis Nation of Ontario
- Facilitating the resolution of long-standing issues between Aboriginal communities and other ministries
- Providing advice for ministries consulting with Métis and First Nation communities
- Implementing the New Relationship Fund to help build the capacity of Aboriginal communities and organizations to participate in meaningful consultation and engagement with government and the private sector
- Working jointly with First Nations and Métis to respond to the recommendations of the Report of the Ipperwash Inquiry through the Ipperwash Inquiry Priorities and Action Committee (IIPAC) for First Nations and through the Métis Framework Agreement for Métis.

Improving Social Conditions

Improving the social well-being of Aboriginal people is a further goal of MAA and includes:

- Co-leading (with the Ontario Women's Directorate) Ontario's response to the Strategic Framework to End Violence Against Aboriginal Women and working with Aboriginal organizations to develop specific initiatives
- Collaborating with the federal government, provincial ministries and relevant First Nations communities on social services for targeted communities, including improved availability of Aboriginal youth programming
- Participating, along with other ministries and Aboriginal partners, in the renewal of the Aboriginal Healing and Wellness Strategy
- Administering the First Nations Gaming Revenue Sharing and Financial Agreement signed in February 2008 (which came into effect on April 1, 2011)
- Working with the Ministry of Education, the Chiefs of Ontario and Indian and Northern Affairs Canada to develop a targeted classroom strategy to increase First Nation student achievement and facilitate successful transitions between First Nation schools and the provincially-funded education system

- Working with other ministries to finalize a provincial Children and Youth Action Plan to improve outcomes for Aboriginal children and youth
- Working with other ministries, the federal government and Aboriginal partners on an Urban Strategy for Aboriginal people in Ontario
- Working closely with provincial ministries, the federal government and Aboriginal partners on community development pilot projects
- Working with provincial ministries and the federal government on water pilot projects.

Economic Sustainability

Strong and vibrant Aboriginal businesses benefit First Nations, Métis and Inuit, as well as Ontario as a whole. Creating economic opportunities and sustainable Aboriginal economies will involve:

- Ensuring Aboriginal economic development is supported through the proposed Forest Tenure and Pricing modernization process, the Green Energy Act, Far North Planning, Growth Plan for Northern Ontario Growth Plan, and other provincial initiatives
- Working with the Ministry of Training, Colleges and Universities to deliver the Northern Training Partnership Fund that assists Aboriginal people and other northern Ontarians to participate in and benefit from emerging economic development opportunities
- Working with Aboriginal partners to pursue resource revenue sharing agreements
- Supporting Aboriginal entrepreneurs and business owners through the development of an Aboriginal Business Development Toolkit and an Aboriginal Business Directory
- Working with the Chiefs of Ontario and the Federal Government to implement recommendations from the Ontario First Nations Economic Forum (OFNEF)
- Working with the Federal Government to coordinate and align Aboriginal economic development priorities
- Working with Aboriginal partners to identify and explore key economic development priorities through the Minister's Advisory Council on Aboriginal Economic Development

Enhanced Land Claims Settlements and Reconciliation

Where supported on a historical and legal basis, the ministry participates in land claim negotiations to achieve resolutions. The ministry is undertaking the following land claim and land-related activities province-wide:

- Conducting land claim negotiations, and implementing land claim settlement agreements on behalf of the province
- Resolving the interim use of Ipperwash Park until it is added to reserve lands

- Working jointly with First Nations and the federal government through the IIPAC process to explore a Treaty Commission of Ontario
- Implementing negotiation process improvements to expedite Final Agreements
- Completing the removal of the backlog of claims in research and assessment
- Improved coordination with Aboriginal litigation carried out by the Ministry of the Attorney General.

Highlights of Achievements

The following section notes the highlights of achievements of the Ministry of Aboriginal Affairs through the 2010-11 fiscal year.

Additional information on these and other specific achievements of the ministry can be found in the Appendix: Annual Report 2010-11 on page 17 of Part I of this 2011-12 Ministry of Aboriginal Affairs Results-based Plan Briefing Book.

Stronger Aboriginal Relationships

To achieve stronger Aboriginal relationships, MAA continued to lead the Provincial-Territorial-Aboriginal process by hosting the second meeting of all Provincial/Territorial ministers of Aboriginal Affairs and five National Aboriginal leaders April 28-29, 2010, with the federal minister in attendance. As Chair of the process, MAA led the development of a national report that was presented by Premier McGuinty at his meeting with all Premiers and National Aboriginal Leaders in August 2010.

The ministry also continued to support a range of bilateral processes involving all First Nations organizations in Ontario, as well as the Métis Nation of Ontario, Ontario Native Womens' Association and Ontario Federation of Indian Friendship Centres. In December 2010, MAA coordinated the sixth annual Premier's Meeting with Ontario Aboriginal leaders.

Improving Social Conditions

The ministry worked toward the improvement of social conditions for Aboriginal peoples in Ontario through a number of initiatives, involving Aboriginal partners, other provincial ministries and Indian and Northern Affairs Canada. Initiatives included addressing violence against Aboriginal women, providing nutritional supports for Aboriginal children and youth, Aboriginal healing and wellness initiatives, public-private partnerships to provide sports and recreation opportunities in isolated First Nations communities, and urban-focused initiatives to improve life skills, job training and entrepreneurship.

In addition, Ontario encouraged Canada to revisit its opposition to the United Nations Declaration on the Rights of Indigenous Peoples and on November 12, 2010 the Government of Canada endorsed the Declaration.

New Relationship Fund

In 2010-11, 119 First Nation and 32 Métis communities received funding to build core consultation capacity through the New Relationship Fund (NRF). Additionally, 57 projects were funded through the Enhanced Capacity Building component of the NRF.

Economic Sustainability

Ministry initiatives to create economic opportunities and sustainable Aboriginal economies included continued delivery of the Aboriginal Community Capital Grants Program, which invested $3.61 million in 2010-11 for the construction or renovation of facilities serving First Nations and urban Aboriginal communities. MAA established the Friendship Centre Infrastructure Program (FCIP) with funding of $8 million over three years.

MAA supported:

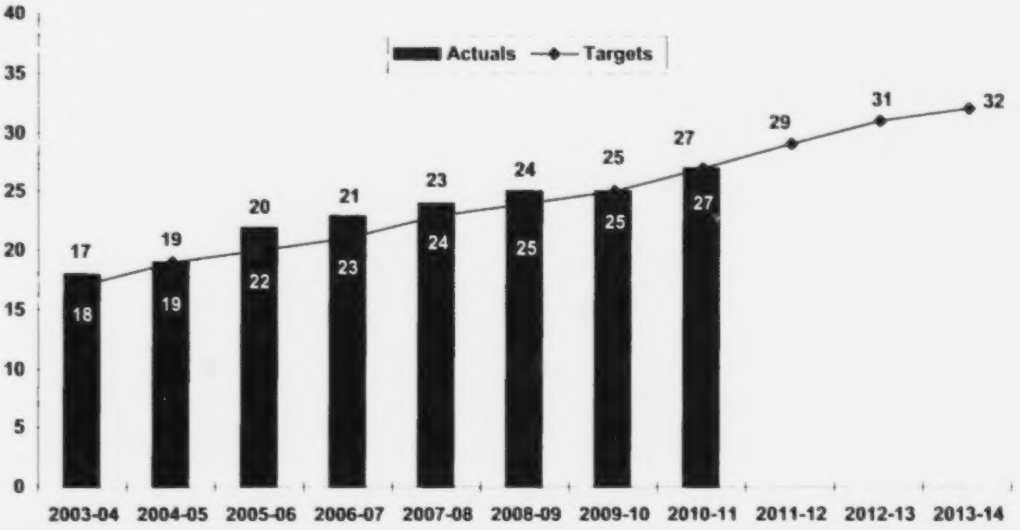
- the Nishnawbe-Aski Nation Economic Summit in February 2011 bringing together representatives of 49 Nishnawbe-Aski Nation communities along with industry and government to discuss a strategic framework for the Nishnawbe-Aski Nation economy
- several workshops in the Treaty 3 area on hydro rates, energy opportunities, and a youth session on how government works
- continued work with partner ministries and the federal government on Ring of Fire mining development proposals and supporting First Nations involvement and benefit from potential development
- the delivery of federal-provincial infrastructure funding to on-reserve sports centres
- the development of the Northern Training Partnership Fund with the Ministry of Training, Colleges and Universities, launched in July 2010, delivering the first year of the three-year, $45-million program
- the launch of the on-line Aboriginal Business Directory in August 2010 as a support to help Aboriginal businesses promote their products and services to potential customers, build partnerships between Aboriginal and non-Aboriginal businesses, and increase business opportunities and support economic development in Aboriginal communities
- work on tripartite processes to implement economic development plans. One such tripartite process involved the Métis Nation of Ontario, Ontario and Canada in the establishment of a Métis Nation of Ontario Housing Investment Incorporation (MNOHII). With support from Ontario and Canada, MNOHII began operations in 2010-11, including the purchase of properties and the provision of housing-specific services and training.

Land Claims and Reconciliation

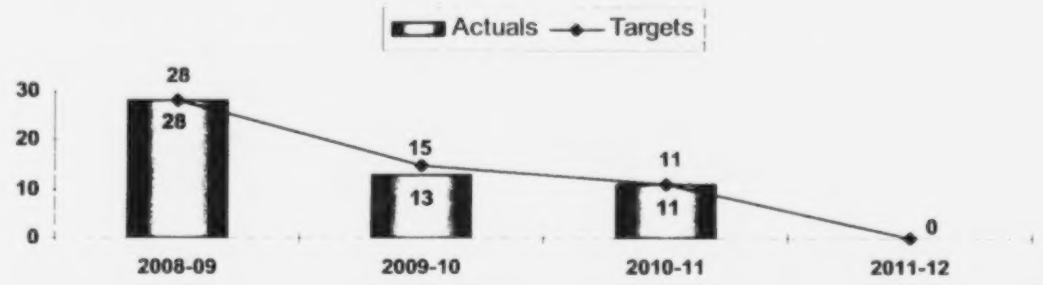
In the area of land claim settlements and reconciliation, results achieved in 2010-11 include executing final settlement agreements with the Fort William First Nation and the Missanabie Cree First Nation as well as the transfer of 968 hectares of land to the Sand Point First Nation thereby creating a reserve land base. Additionally, measures have been taken to streamline the research and assessment of land claims and claim assertions to expedite the land claims process in Ontario.

PERFORMANCE MEASURES:

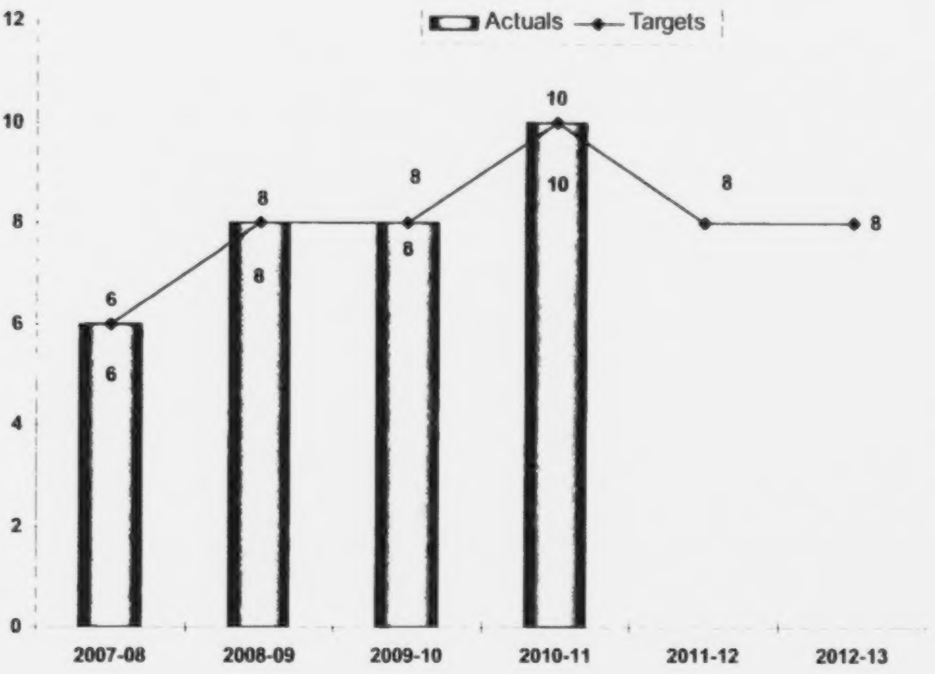
Increase the number of completed final settlement agreements on land and land-related claims in Ontario



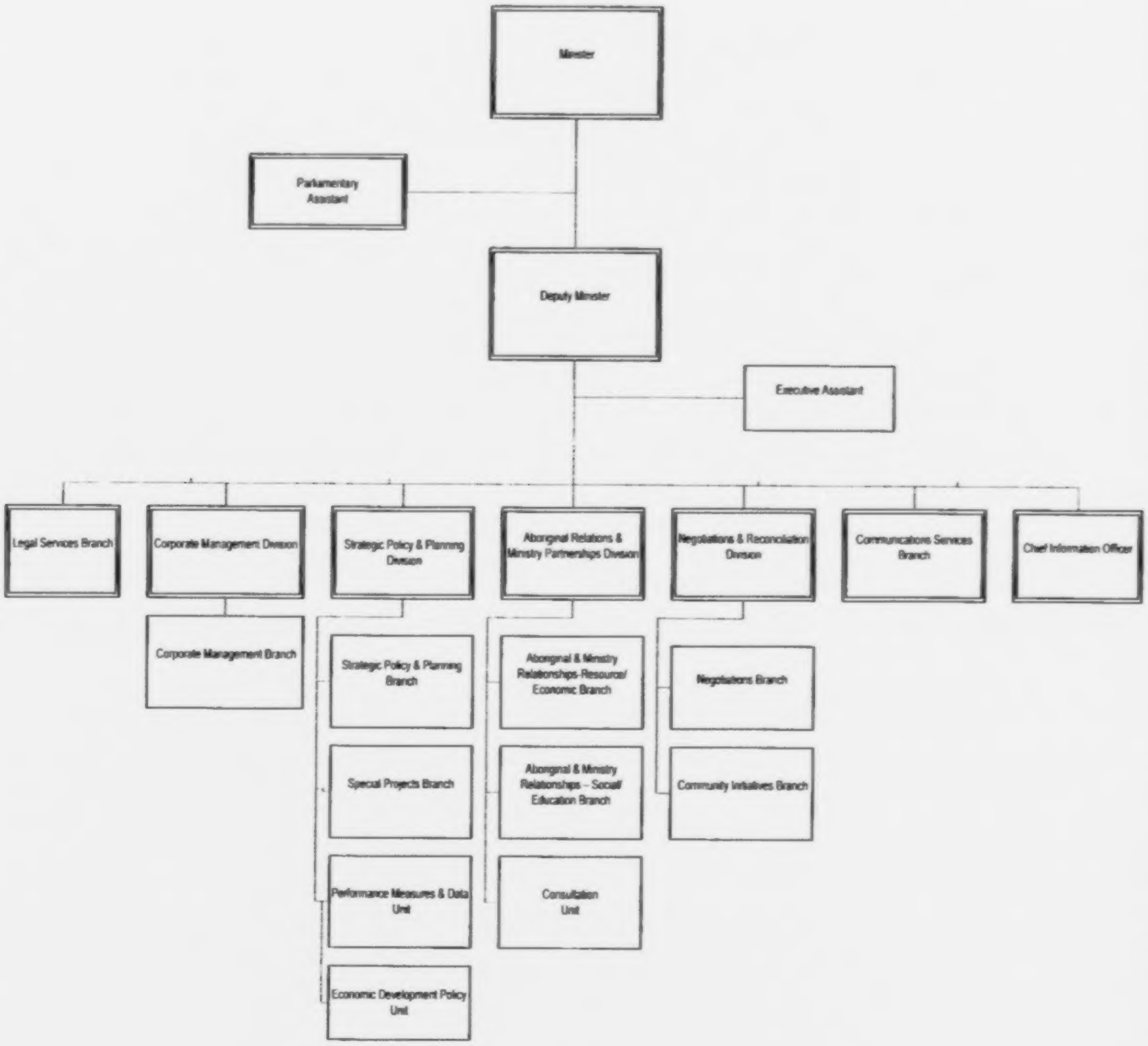
Complete the review of all claims in research and assessment (as of April 2008) in three years (by April 2011)



Increased number of relationship processes/tables with Aboriginal leaders and organizations, partner ministries, and external stakeholders to support government priorities and best practices in engagement and consultation



Ministry Organization Chart


Minister
Parliamentary Assistant
Deputy Minister
Executive Assistant
Legal Services Branch
Corporate Management Division
Corporate Management Branch
Strategic Policy & Planning Division
Strategic Policy & Planning Branch
Special Projects Branch
Performance Measures & Data Unit
Economic Development Policy Unit
Aboriginal Relations & Ministry Partnerships Division
Aboriginal & Ministry Relationships-Resource/ Economic Branch
Aboriginal & Ministry Relationships – Social/ Education Branch
Consultation Unit
Negotiations & Reconciliation Division
Negotiations Branch
Community Initiatives Branch
Communications Services Branch
Chief Information Officer

Legislation

The Minister of Aboriginal Affairs has responsibility for the following legislation:

- An Act to implement the Terms of a Settlement of all Claims arising out of the Contamination by Mercury and other Pollutants of the English and Wabigoon and Related River Systems (*English and Wabigoon River Systems Mercury Contamination Settlement Act, 1986*).

The legislation confirms a statutory agreement relating to the discharge of mercury into the English and Wabigoon Rivers and creates the Mercury Disability Board, which awards compensation to members of the Grassy Narrows and Islington First Nations demonstrating symptoms consistent with mercury poisoning.

- An Act respecting Land on Manitoulin Island, Barrie Island and Cockburn Island (*Manitoulin, Barrie and Cockburn Islands Land Act, 1990*)

Not proclaimed in force. By operation of the new 2009 amendments to the *Legislation Act, 2006*, this unproclaimed statute will now be repealed at the end of December 2011.

Agencies, Boards and Commissions (ABCs)

The Ministry of Aboriginal Affairs has no Schedule 1 agencies that report to it.

MINISTRY FINANCIAL INFORMATION

The following chart depicts the ministry's allocations in 2011-12 by major operating expenditure. The operations of the ministry can be shown in key areas:

- Salary and Benefit Expenditures
- Transportation and Communication Expenditures
- Services Expenditures
- Supplies and Equipment Expenditures
- Transfer Payment Expenditures (including Capital Grant Program Expenditures)

Total MAA Financial Information by Standard Account – 2011-12 (Dollars and Percentages)

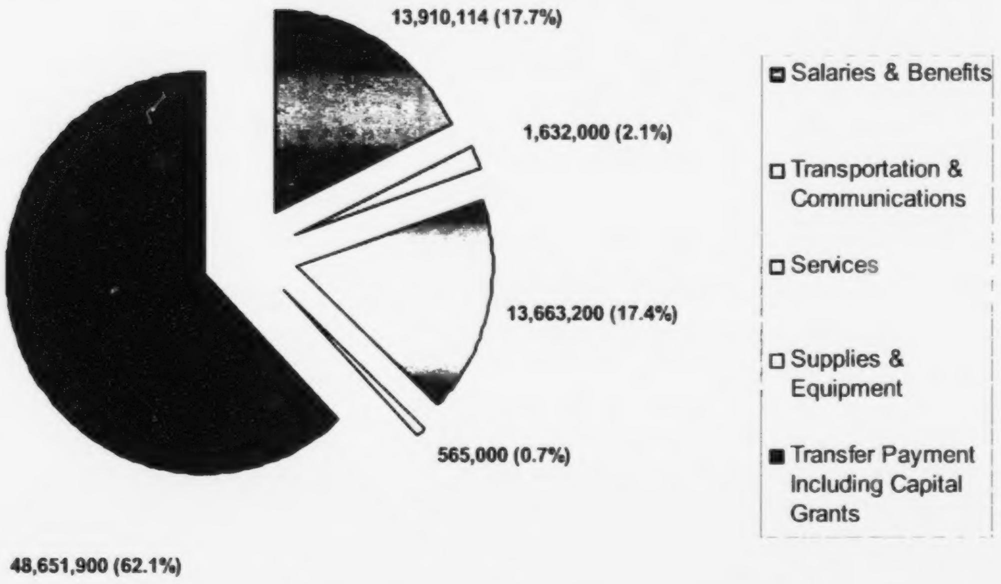


Table 1: Ministry Planned Expenditures 2011-12 ($M)

Operating	71.0
Capital	7.4
TOTAL	78.4

MINISTRY OF ABORIGINAL AFFAIRS
Table 2: Operating and Capital Summary by Vote

The Ministry of Aboriginal Affairs works to advance the government's approach in Aboriginal matters, address legal obligations, and work cooperatively with Aboriginal people, the federal government and other partners to benefit Aboriginal people in Ontario.

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	%	Estimates 2010-11 * $	Interim Actuals 2010-11 * $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Vote 2001	78,358,200	2,964,900	3.9	75,393,300	81,067,600	67,079,290
Less: Special Warrants	–	–	–	–	–	–
Total Operating and Capital Expense to be Voted	**78,358,200**	**2,964,900**	**3.9**	**75,393,300**	**81,067,600**	**67,079.290**
Special Warrants	–	–	–	–	–	–
Statutory Appropriations	64,014	0	0.0	64,014	64,014	53,664
Ministry Total Operating & Capital Expense	78,422,214	2,964,900	3.9	75,457,314	81,131,614	67,132,954
Consolidation & Other Adjustments – Organization ABC	–	–	–	–	–	–
Consolidation & Other Adjustments – Organization DEF	–	–	–	–	–	–
Total Including Consolidation & Other Adjustments	**78,422,214**	**2,964,900**	**3.9**	**75,457,314**	**81,131,614**	**67,132,954**
OPERATING AND CAPITAL ASSETS						
Vote 2001	–	–	–	–	–	–
Less: Special Warrants	–	–	–	–	–	–
Total Operating and Capital Assets to be Voted	**–**	**–**	**–**	**–**	**–**	**–**
Special Warrants	–	–	–	–	–	–
Statutory Appropriations	–	–	–	–	–	–
Total Assets	**–**	**–**	**–**	**–**	**–**	**–**

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Note: Commencing in 2009-10, the Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between 2010-11, 2009-10, and 2008-09 may not be meaningful.

For additional financial information, see:

http://www.fin.gov.on.ca/english/budget/estimates/
http://www.fin.gov.on.ca/english/budget/paccts/
http://www.fin.gov.on.ca/en/budget/ontariobudgets/2011/
http://www.ontario.ca/aboriginalaffairs

APPENDIX: ANNUAL REPORT 2010-11

In 2010-11 the ministry continued working with Aboriginal partners and other ministries to improve quality of life for Aboriginal people in Ontario. Over the last year, progress has been made in negotiations, policy development and relationship building.

Stronger Aboriginal Relationships

MAA continued to lead the Aboriginal Affairs Federal-Provincial-Territorial-Aboriginal (FPTA) process and act on the direction from Premiers. The Minister of Aboriginal Affairs hosted a meeting between Provincial and Territorial Ministers of Aboriginal Affairs and National Aboriginal Organization (NAO) leaders on April 28-29, 2010. The Minister of Indian and Northern Affairs Canada was also in attendance at that meeting. A national report was presented to all Premiers and National Aboriginal leaders at their meeting in August 2010. Further direction was given by all Premiers to the working group of Provincial/Territorial and NAO officials to develop plans for further action in the areas of Aboriginal economic development, skills and training and violence against Aboriginal women.

In December 2010, MAA coordinated the sixth annual Premier's Meeting with Ontario Aboriginal leaders. The annual meeting provides the opportunity for the Premier and Minister to meet with the leaders, listen to their concerns and commit to addressing them as appropriate. It also provides the opportunity for the Premier to highlight Ontario's priorities and its Aboriginal agenda.

In December 2009, Ontario pressed Canada to reconsider its position opposing the UN Declaration on the Rights of Indigenous Peoples. A statement by the Minister of Aboriginal Affairs was made in the Ontario legislature. In November of 2010, the Government of Canada endorsed the Declaration consistent with the position advanced by Ontario.

On May 3, 2010, a Memorandum of Agreement, committing Ontario to "take the necessary measures as soon as possible" to maintain a Point of Sale exemption, was signed by Minister of Aboriginal Affairs Chris Bentley and Minister of Revenue John Wilkinson and Ontario Regional Chief Angus Toulouse. In June of 2010, the Ministry, in partnership with the Ministries of Revenue and Finance, successfully negotiated an agreement with the Chiefs of Ontario and Canada to continue the Point of Sale exemption for Status Indians under the new HST in Ontario.

Relationship Processes and Partnerships

The ministry has enhanced provincial relationships with Aboriginal people through relationship tables that provide an opportunity for the province to work together with Aboriginal organizations and communities on joint priorities.

MAA has supported partner ministries to develop approaches to resolve issues with particular communities such as Kitchenuhmaykoosib Inninuwug, Shoal Lake #39, and the Saugeen Ojibway Nation.

The Ontario-Métis Nation of Ontario Framework Agreement has yielded positive results in 2010-11. Consultations with the Métis Nation of Ontario enabled changes to the Corporations Act that reflected the unique circumstances of the Métis Nation of Ontario. Further progress was made on research in the Mattawa-Nipissing region, in particular on the endorsement of a tripartite Memorandum of Agreement to guide research and the joint development and posting of procurement documents to hire required expertise.

MAA and other partner ministries participated in discussions at the Northern Table/Oski-Machiitawin (New Beginning) with Nishnawbe Aski Nation communities on a number of important issues including:

- land use planning
- parks and protected areas; and
- development of a notification protocol for licenses and permits issued by the Ministry of Natural Resources.

The ministry held two Aboriginal Awareness sessions for members of the Ontario Public Service (September 2010 and February 2011), building upon the success of similar sessions held last year. The sessions were aimed at consultation and engagement issues and each event focussed on different areas of relevance to a wide range of ministries.

The ministry held a series of collaborative workshops with various First Nations and Métis organizations in 2010-11. The sessions discussed treaty implications, consultation protocols and best practices and principles for working together.

Social Enhancements

The ministry continued to support Ontario's relationship with urban Aboriginal people as part of the federally led Urban Aboriginal Strategy (UAS), by providing funding for capacity-building initiatives in three Ontario UAS sites (Toronto, Ottawa, and Thunder Bay). Funding supported an Annual Urban Aboriginal Strategy Conference, held in Ottawa in January 2011, and a Toronto Aboriginal Research Project designed to provide qualitative and quantitative data to respond to the growing and complex needs of the urban Aboriginal population in Toronto.

The ministry continues to work with its urban partners, including the Ontario Federation of Indian Friendship Centres (OFIFC), on a variety of projects including nutritional supports for Aboriginal children and youth programming.

As part of the ministry's response to the Strategic Framework to End Violence Against Aboriginal Women, the ministry provided funding through the OFIFC for a range of related programs/projects.

MAA also helped to address issues related to Aboriginal child welfare and social assistance together with the Ministry of Children and Youth Services, the Ministry of Community and

Social Services, the federal government (Indian and Northern Affairs Canada and Health Canada), and the Chiefs of Ontario.

MAA worked with the Ministry of Education, the Chiefs of Ontario and Indian and Northern Affairs Canada to develop a targeted classroom strategy to increase First Nation student achievement and facilitate successful transitions between First Nation schools and the provincially-funded education system.

MAA worked with a number of provincial ministries and the federal government to respond to priorities identified by First Nations communities. Three pilot communities are participating – Kashechewan First Nation, Pikangikum First Nation and Wabaseemoong Independent Nations.

The Ministry formed a partnership with Right to Play to launch the Promoting Life-skills in Aboriginal Youth (PLAY) initiative in 2010. The initiative is a public-private partnership to develop leadership skills through sports and recreation in isolated First Nations communities. The program was formally launched in November 2010. The Ministry also forged new partnerships with One Laptop Per Child Canada to deliver affordable laptops to four First Nation communities in Ontario. As well the Ministry announced a partnership with Canadian Tire Jumpstart to provide communities with new sporting equipment to promote the benefits of community-based organized sports and recreation in everyday life.

Responding to the Report of the Ipperwash Inquiry

The Ministry is responsible for leading the government's response to the Report of the Ipperwash Inquiry. In 2010-11, the ministry continued to work with partner government ministries to track progress on the Ipperwash recommendations.

The Ipperwash Inquiry Priorities and Action Committee (IIPAC), co-chaired by the Minister of Aboriginal Affairs and the Ontario Regional Chief, demonstrates the Province's commitment to develop stronger relationships with Aboriginal people in Ontario and to work collaboratively to improve socio-economic conditions and build new opportunities for Aboriginal people. Priorities for IIPAC for 2010-11 were Resource Benefits Sharing, Consultation and Accommodation protocols, consideration of a Treaty Commission for Ontario, First Nations Policing and improving joint communications. The first edition of the IIPAC newsletter, *Dibaajimowin*, was released in the summer of 2010. It provides more information on the work of IIPAC and is available on the Ministry's website.

Ontario also works with the Métis Nation of Ontario (MNO) on the implementation of the Ipperwash Inquiry Report under the Ontario-Métis Nation of Ontario Framework Agreement. In 2010-11 joint work focused on Resource Revenue Sharing.

New Relationship Fund

In May 2008, the government committed $25 million over two years (2008-09 and 2009-10) to the New Relationship Fund (NRF) to assist Aboriginal communities and organizations with participation in meaningful consultation and engagement with government and the private sector. In the 2010 Budget, Ontario announced a further investment of $60 million over the next four years in the NRF.

In 2010-11, 119 First Nations and 32 Métis communities received funding to build core consultation capacity through the NRF. Additionally, 57 projects were funded through the Enhanced Capacity Building component of the program.

Since the program was established:

- More than 300 projects involving First Nations, Métis communities and Aboriginal organizations have received funding under the New Relationship Fund
- More than 200 jobs have been created in Aboriginal communities through the Fund
- Over 1,000 Aboriginal people have been trained in capacity building and technical skills development to further their ability to engage with the government and build community capacity

Economic Opportunity and Sustainability

As part of the government's Open Ontario Plan, the 2010 Budget committed to investing $45 million over three years to prepare northern Ontarians for new jobs in emerging resource sectors. The Ministry of Aboriginal Affairs worked with the Ministry of Training, Colleges and Universities to develop the Northern Training Partnership Fund, a new project-based skills training program to help Aboriginal and non-Aboriginal northern Ontarians participate in and benefit from emerging economic development opportunities such as the Ring of Fire. The Northern Training Partnership Fund, launched in July 2010, supports skills training concentrated on sustainable employment in resource-related sectors and encourages collaboration between employers and both Aboriginal and non-Aboriginal communities and organizations in the north.

MAA worked with the Nishnawbe Aski Nation (NAN) to host the first NAN Economic Summit in February 2011. NAN will be following up in 2011-2012 fiscal year to implement specific recommendations reached at the Summit.

The Casino Rama Revenue Agreement (CRRA), signed in 2000 and expiring in 2011, provides for the distribution of Casino Rama net revenues to Ontario First Nations. In 2008, MAA led negotiations to finalize a new Gaming Revenue Sharing and Financial Agreement (GRSFA) to provide an estimated $3 billion over 25 years to First Nations. The GRSFA replaced the CRRA upon its expiry at the end of March 2011. Since September 22, 2008, MAA has been responsible for administering the CRRA and the GRSFA on behalf of the Province and is currently involved in the resolution of outstanding issues arising from the CRRA.

Land Claims and Reconciliation

In 2007, a commitment was made to clear the backlog of claim submissions that are in the ministry's review system by 2011 and to assess all new claims within three years. By March 2011, the inventory of claims under research and assessment was reduced to zero, and new review and assessment processes were set in place to review all new claims within three years.

Transfer of Ipperwash Park

The process to transfer Ipperwash Park ownership to the Chippewas of Kettle and Stony Point First Nation – a solution recommended in the Report of the Ipperwash Inquiry – continues to move ahead with the approval of a Transfer Process Agreement (TPA) by the Chief and Council of the First Nation. On March 1, 2010 Ontario moved to deregulate the Park lands which will allow the Province to convert the land to Crown Land that can then be transferred to the Government of Canada under its Additions to Reserve Policy.

Treaty Commission of Ontario

In 2009-10, the ministry launched joint exploratory discussions with Canada and First Nations on a Treaty Commission for Ontario under the Ipperwash Inquiry Priorities and Action Committee (IIPAC) processes.

In July 2009, the ministry, working with First Nations and federal government representatives under IIPAC, as well as Kettle and Stony Point First Nation, jointly hosted an Experts Forum on ideas relating to a Treaty Commission.

In 2010-11, through the IIPAC process, Ontario, First Nations and Canada continued discussions in support of the development of a Treaty Commission in Ontario.

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	70.5
Capital	10.6
Staff Strength (as of March 31, 2010)	141.4

* Interim actuals reflect the numbers presented in the 2011 Ontario Budget

Agriculture, Food and
Rural Affairs

Ontario

Published Results-based Plan 2011-2012

Ministry of Agriculture, Food and Rural Affairs

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

Ministry Vision and Mission Statement

The Ontario Ministry of Agriculture, Food and Rural Affairs is committed to achieving a vision of "thriving rural Ontario, agriculture and food sectors".

The ministry's vision supports the Ontario government's agenda of strengthening our economy, fostering rural development, ensuring a reliable energy supply, protecting our shared environment, fostering better health and serving the public interest.

The ministry's mission is to be "a catalyst for transforming our agriculture and food sectors and rural communities for a healthy Ontario".

2011-12 Ministry Priorities and Strategies

The ministry's three strategic priorities are:

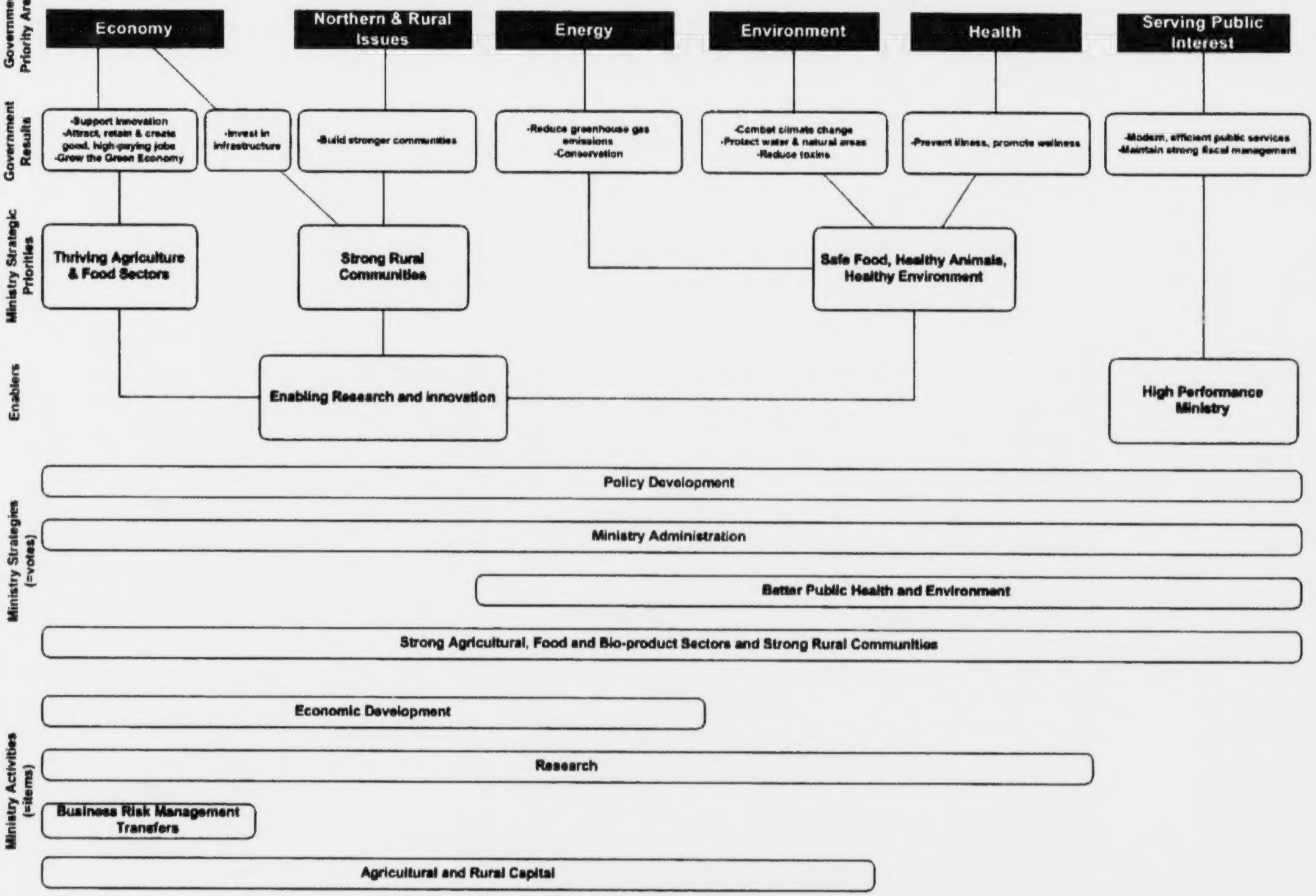
1. Thriving Agriculture and Food Sectors
2. Strong Rural Communities
3. Safe Food, Healthy Animals, Healthy Environment

The ministry also has several key enablers that act as tools to provide the foundation and the support to help us deliver our strategic priorities.

The ministry envisions a profitable and innovative agriculture, agri-food and agri-based products industry that seizes opportunities in responding to market demands and contributes to the health and well-being of Ontarians. The ministry aspires to stimulate an innovative, sustainable and globally-competitive food industry.

In 2011-2012, the ministry will focus on increasing the consumption of local foods, expanding export opportunities for Ontario's agri-food sector, launching a grape transition program, economic development, helping cattle, hog, sheep and veal farmers by implementing a new Risk Management Program, and a Self-Directed Risk Management Program for the edible horticulture sector, and supporting government initiatives involving the Water Strategy and the Great Lakes.

Ministry Contribution to Priority Areas and Results


Government Priority Areas
Economy
Northern & Rural Issues
Energy
Environment
Health
Serving Public Interest
Government Results
-Support innovation
-Attract, retain & create good, high-paying jobs
-Grow the Green Economy
-Invest in infrastructure
-Build stronger communities
-Reduce greenhouse gas emissions
-Conservation
-Combat climate change
-Protect water & natural areas
-Reduce toxins
-Prevent illness, promote wellness
-Modern, efficient public services
-Maintain strong fiscal management
Ministry Strategic Priorities
Thriving Agriculture & Food Sectors
Strong Rural Communities
Safe Food, Healthy Animals, Healthy Environment
Enablers
Enabling Research and innovation
High Performance Ministry
Ministry Strategies (=votes)
Policy Development
Ministry Administration
Better Public Health and Environment
Strong Agricultural, Food and Bio-product Sectors and Strong Rural Communities
Ministry Activities (=items)
Economic Development
Research
Business Risk Management Transfers
Agricultural and Rural Capital

Ministry Activities 2011-12

Thriving Agriculture and Food Sectors

The Ontario agri-food industry contributes to economic, social and physical health of rural communities, the province and its people.

Agri-food contributes more than $30 billion to the provincial economy in terms of GDP, and employs more than 700,000 people. Ontario has the most diversified agricultural sector in the country.

The industry is working smarter, more efficiently and more environmentally responsibly than ever before. It is producing safe food. Ontario agricultural commodities and by-products are going into cleaner, greener bio-products and fuels.

In 2011-2012, the ministry will continue helping position the sector to capitalize on emerging opportunities – in domestic and international markets, as well as in new, value-added products and leading-edge technologies.

To provide the predictability, bankability and stability producers need to manage risk and take advantage of new opportunities, the ministry will continue the Risk Management Program for grain and oilseed farmers and develop a new Risk Management Program for the cattle, hog, sheep and veal sectors, as well as a Self-Directed Risk Management Program for the edible horticulture sector.

The ministry will continue to deliver the current Growing Forward programs while working to bring the federal government to the table to provide their 60% funding for the farmer developed risk management programs in Ontario.

The Ministry will also continue to work with federal/provincial/territorial partners and industry stakeholders to develop the next generation of the national policy framework.

The ministry will continue to work closely with the Ministry of Natural Resources and stakeholders to implement the agriculture-wildlife conflict strategy, which includes a new wildlife damage compensation program for livestock.

In 2011-2012, the ministry plans to build on the success of the Foodland Ontario program by increasing the exposure of domestic foods in national and international markets. Social media engagement with consumers will expand through the use of web, twitter, online videos and Facebook, to encourage increased Ontario food purchases. Collaboration will continue with Ontario's retail, food service sectors and food media. The ministry will also continue working with stakeholder groups and invest in increasing Ontario food availability in the broader public sector, farmers markets, and on-farm markets.

The ministry will also continue vigorously exploring and capturing export markets and foreign investment. In May, 2011, the ministry will have a significant presence at the internationally-recognized SIAL Canada trade show, being held in Toronto for the first time, and will be presenting the 2011 Ontario Food Exporter Award.

Strong Rural Communities

Rural Ontario has a long tradition of innovation, environmental stewardship and economic strength, and the ministry continues to be supportive. The ministry knows that when our rural families, businesses and communities prosper, Ontario's economy grows stronger and all Ontarians benefit.

In 2011-2012, the ministry will continue providing more families and businesses in rural Ontario with access to high-speed internet service. More than a quarter million rural residents and businesses are expected to have access to high speed internet, thanks to projects that will be completed by 2012. The ministry will also work with Ministry of Government Services to ensure that rural Ontario's priorities and needs are appropriately reflected in the development of Ontario's digital economy strategy.

The ministry will continue strengthening rural Ontario by investing in rural projects through the Rural Economic Development program. These projects will contribute to job creation/retention and community development.

On behalf of the Ontario government, the ministry will continue to manage and deliver the Infrastructure Stimulus Fund and stimulus component of the Building Canada Fund – Communities Component to their conclusions on October 31, 2011.

To help small rural and northern communities receive clean, safe and affordable water and wastewater services, Ontario has introduced the third phase of the Ontario Small Waterworks Assistance Program (OSWAP-3).

OSWAP-3 will provide $50 million in capital funding over four years so small communities can improve water conservation and efficiency in their water and wastewater systems. Municipalities and Local Services Boards that own residential drinking water or wastewater systems servicing 5,000 and fewer residents are eligible to apply for funding. The program will result in a total investment of up to $75 million, based on a cost-sharing formula of two-thirds provincial funding and one-third municipal funding.

Going forward, the ministry will continue to work with other ministries across the Ontario government to ensure that rural issues and perspectives are considered in provincial policy and program development.

Safe Food, Healthy Animals, Healthy Environment

In 2011-2012 the Ministry of Agriculture, Food and Rural Affairs will continue our commitment to ensure safe food, healthy animals and a healthy environment for all Ontarians.

With regards to animal health, the ministry will continue to build hazard response capacity and ongoing regulation development under the new animal health legislation.

The ministry will continue to engage stakeholders to increase the profile of traceability and continue to work with our federal, provincial and territorial partners to develop a national traceability system. The ministry is committed to building a robust provincial agri-food premises registry as a critical tool to assist in delivering agri-food emergency management services.

In 2011-2012 the ministry will continue to meet our commitments under the Climate Change Action Plan, and we will collaborate with Ontario Power Generation (OPG), and the Ministry of Energy to examine the potential for agriculture-based biomass.

The ministry will also continue to support initiatives under the government's Water Strategy, including efforts to conserve and protect the Great Lakes and Lake Simcoe.

Innovation

The ministry has put in place several initiatives that provide the foundation for delivering our priorities and developing as a high-performance ministry.

In 2011-2012, the ministry will continue to use our diversity strategy, *Rooted in Diversity: A Place for Everyone* to identify opportunities to integrate diversity and inclusion into human resources and business practices of the ministry.

The ministry will be implementing its new Controllership Action Plan, a long-tem management framework that will help establish a proactive and comprehensive controllership environment at OMAFRA.

A new Information Management/Information Technology strategy and planning tool will be implemented that better focuses the ministry's IM and IT resources to meet strategic priorities as well as improve external client services and internal business performance through better management of information, education and collaborative partnerships.

Highlights of 2010-11 Achievements

Farm income stabilization

Since 2003, the ministry has provided more than $2 billion in farm income and stabilization programming.

Local Food

The ministry has invested $80 million in programming to support Ontario foods since 2003. In 2010, consumer awareness of the Foodland Ontario symbol was at 92 per cent and more than half of Ontario grocery shoppers reported putting more local food on their family tables.

Minister of Children and Youth Services Laurel Broten and Minister of Agriculture Food and Rural Affairs Carol Mitchell have a made-in-Ontario lunch with their friends at Thomas Berry Daycare. OMAFRA funding is being provided to get more Ontario food into broader public sector institutions like daycares, schools, universities, long-term care facilities and municipalities.

Food Processing

OMAFRA's programs led to more than $317 million invested by industry in the food processing sector in 2010-2011, creating or retaining more than 6,850 jobs.

Exports

Ontario exports more, on a per capita basis, than any other G7 nation. In 2010, agri-food exports totalled $9.39 billion. That is a six per cent increase from 2009.

Premier's Award for Agri-Food Innovation Excellence

For the fourth year, agricultural innovations from across Ontario were celebrated at the annual Premier's Award for Agri-Food Innovation Excellence. This program was established to recognize innovators who contribute to the success of the agri-food sector and is now permanent.

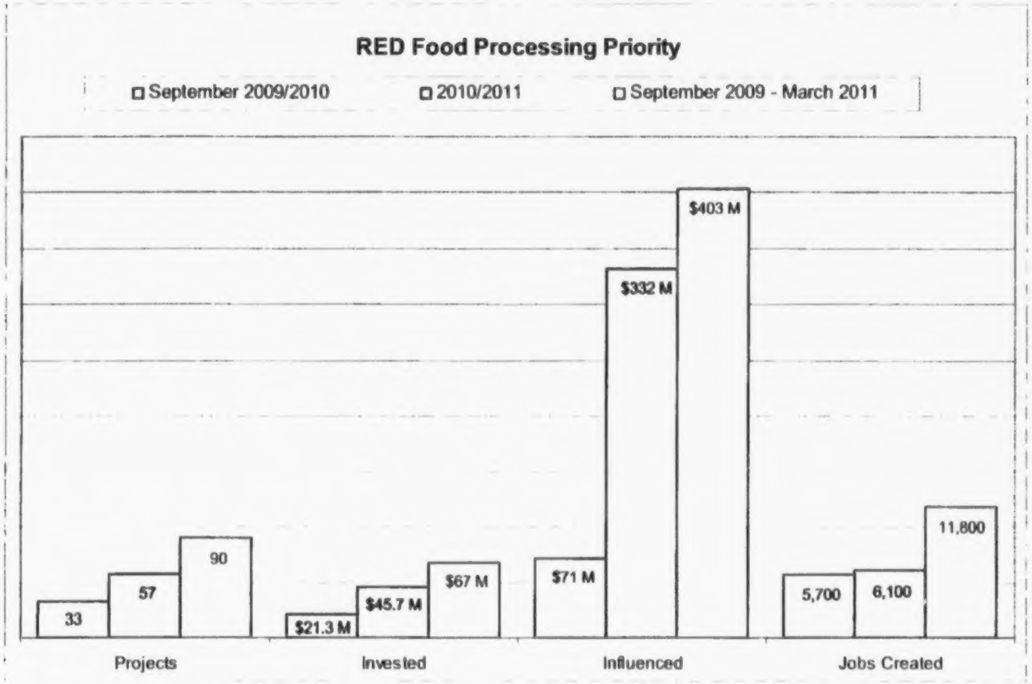
Broadband

Since 2007, the ministry has committed up to $127 million to four broadband funding programs to get rural Ontario plugged into the information highway.

This includes the $170 million Eastern Ontario Wardens' Caucus regional broadband project which was announced. The province and the federal government have committed their respective $55 million shares to the project.

Rural Economic Development (RED) Program Investments

In 2010-2011, 71 projects that stimulate economic and community development in Ontario's rural communities were committed to under the RED program. This represents a program investment of $47 million, generating more than $337 million in economic activity, including more than 6,400 jobs created or retained.



Since September 2009, the Ministry has increased its investment through the Rural Economic Development program for Ontario's food processing sector. The above graph shows increases in number of projects, provincial RED funds invested, total dollars leveraged or invested as a result of approved RED projects and jobs created from September 2009 to March 2011.

Wine and Grape Strategy

As part of the overall government strategy announced in April 2010, OMAFRA has been working with industry to develop a grape transition program.

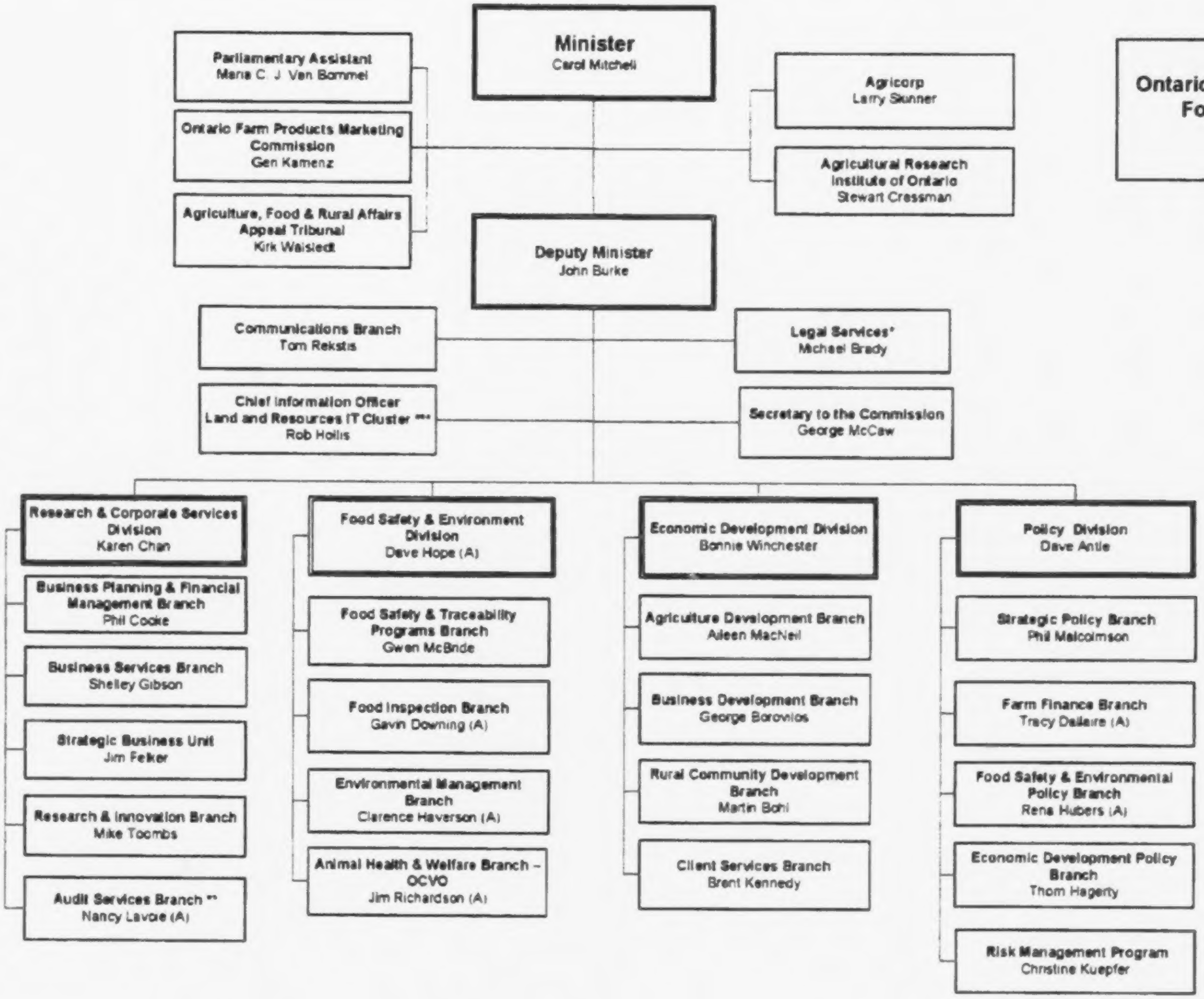
Growing Forward

Significant progress was made in the Best Practices and Innovation and Sciences Suites of the federal-provincial-territorial Growing Forward framework. Thousands of farmers and food processors have participated in one or more of the programs under the framework that are geared to realizing a vision of “a profitable and innovative agriculture, agri-food and agri-based products industry that seizes opportunities in responding to market demands and contributes to the health and well-being of Canadians.”

Ontario

Ontario Ministry of Agriculture, Food and Rural Affairs
May 2011

Ministry Organization Chart


Minister
Carol Mitchell
Parliamentary Assistant
Maria C. J. Van Bommel
Ontario Farm Products Marketing Commission
Gen Kamenz
Agriculture, Food & Rural Affairs Appeal Tribunal
Kirk Walstedt
Agricorp
Larry Skinner
Agricultural Research Institute of Ontario
Stewart Cressman
Deputy Minister
John Burke
Communications Branch
Tom Rekstis
Chief Information Officer Land and Resources IT Cluster ***
Rob Hollis
Legal Services*
Michael Brady
Secretary to the Commission
George McCaw
Research & Corporate Services Division
Karen Chan
Business Planning & Financial Management Branch
Phil Cooke
Business Services Branch
Shelley Gibson
Strategic Business Unit
Jim Felker
Research & Innovation Branch
Mike Toombs
Audit Services Branch **
Nancy Lavoie (A)
Food Safety & Environment Division
Dave Hope (A)
Food Safety & Traceability Programs Branch
Gwen McBride
Food Inspection Branch
Gavin Downing (A)
Environmental Management Branch
Clarence Haverson (A)
Animal Health & Welfare Branch – OCVO
Jim Richardson (A)
Economic Development Division
Bonnie Winchester
Agriculture Development Branch
Aileen MacNeil
Business Development Branch
George Borovilos
Rural Community Development Branch
Martin Bohl
Client Services Branch
Brent Kennedy
Policy Division
Dave Antle
Strategic Policy Branch
Phil Malcolmson
Farm Finance Branch
Tracy Dellaire (A)
Food Safety & Environmental Policy Branch
Rena Hubers (A)
Economic Development Policy Branch
Thom Hagerty
Risk Management Program
Christine Kuepfer

(A) Acting

* Legal Services provided by the Ministry of Attorney General

** Audit Services provided by the Ministry of Finance

*** IT Services provided by the Land and Resources Cluster

Legislation

The following is a complete list for which the Ontario Ministry of Agriculture, Food and Rural Affairs is responsible:

- AgriCorp Act, 1996, S.O. 1996, c. 17, Sched. A
- Agricultural and Horticultural Organizations Act, R.S.O. 1990, c. A.9
- Agricultural Employees Protection Act, 2002, S.O. 2002, c. 16
- Agricultural Research Institute of Ontario Act, R.S.O. 1990, c. A.13
- Agricultural Tile Drainage Installation Act, R.S.O. 1990, c. A.14
- Animal Health Act, 2009, S.O. 2009, c. 31
- Animals for Research Act, R.S.O. 1990, c. A.22
- Beef Cattle Marketing Act, R.S.O. 1990, c. B.5
- Bees Act, R.S.O. 1990, c. B.6
- Commodity Board Members Act, R.S.O. 1990, c. C.18
- Commodity Boards and Marketing Agencies Act, R.S.O. 1990, c. C.19
- Crop Insurance Act (Ontario), 1996, S.O. 1996, c. 17, Sched. C
- Drainage Act, R.S.O. 1990, c. D.17
- Farm Implements Act, R.S.O. 1990, c. F.4
- Farm Products Containers Act, R.S.O. 1990, c. F.7
- Farm Products Grades and Sales Act, R.S.O. 1990, c. F.8
- Farm Products Marketing Act, R.S.O. 1990, c. F.9
- Farm Products Payments Act, R.S.O. 1990, c. F.10
- Farm Registration and Farm Organizations Funding Act, 1993, S.O. 1993, c. 21
- Farming and Food Production Protection Act, 1998, S.O. 1998, c.1
- Food Safety and Quality Act, 2001, S.O. 2001, c. 20
- Grains Act, R.S.O. 1990, c. G.10
- Livestock and Livestock Products Act, R.S.O. 1990, c. L.20
- Livestock Community Sales Act, R.S.O. 1990, c. L.22
- Livestock Identification Act, R.S.O. 1990, c. L.21
- Livestock Medicines Act, R.S.O. 1990, c. L.23
- Livestock, Poultry and Honey Bee Protection Act, R.S.O. 1990, c. L.24
- Milk Act, R.S.O. 1990, c. M.12
- Ministry of Agriculture, Food and Rural Affairs Act, R.S.O. 1990, c. M.16
- Ministry of Energy Act, R.S.O. 1990, c. M.23, sections 8 and 9 insofar as the powers and duties set out in those sections are required to develop and administer the Ontario Ethanol Growth Fund program.
- Nutrient Management Act, 2002, S.O. 2002, c. 4. Under this legislation, OMAFRA approves on-farm nutrient management plans and strategies while the Ministry of the Environment leads inspection and enforcement activities.
- Ontario Agriculture Week Act, 1998, S.O. 1998, c. 10
- Ontario Food Terminal Act, R.S.O. 1990, c. O.15
- Plant Diseases Act, R.S.O. 1990, c. P.14
- Pounds Act, R.S.O. 1990, c. P.17
- Tile Drainage Act, R.S.O. 1990, c. T.8
- Veterinarians Act, R.S.O. 1990, c. V.3
- Weed Control Act, R.S.O. 1990, c. W.5

Agencies, Boards and Commissions (ABCs)

To better serve the agri-food industry, the Ministry of Agriculture, Food and Rural Affairs relies on 12 agencies, boards and commissions. Some, such as the Agriculture, Food and Rural Affairs Appeal Tribunal, have an adjudicative role. Others are operational service or enterprise agencies. Agricorp, for example, administers production insurance programs to provide farmers with protection against natural hazards and delivers income stabilization payments. The Ontario Farm Products Marketing Commission is a regulatory agency which supervises the province's 20 marketing boards and four representative commodity associations.

The following is a complete list of agencies, boards and commissions for which the Ministry of Agriculture, Food and Rural Affairs is responsible. Only those entities with assets, liabilities, revenues or expenses greater than $50 million, or an annual surplus or deficit or outside revenue source of greater than $10 million, are consolidated in the ministry's results-based plan.

Agricorp (Operational Enterprise)
Agricorp is an Ontario government agency created in 1997 with the mandate of delivering crop insurance and other agricultural business risk management (BRM) programs. The two key programs currently delivered by Agricorp are: AgriStability, to protect producers against declines in margin; and Production Insurance, to protect crop producers from losses caused by adverse weather and other natural perils. Agricorp also delivers the Risk Management Program, the Farm Business Registration (FBR) program and the Grain Financial Protection Program (GFPP) on behalf of the province.

$Millions	**Plan 2011-12**	**Interim Actuals 2010-11**
Revenue	251.58	209.11
Expenses	272.48	125.82
Surplus (Deficit) Impact	(20.90)	83.29

Agriculture, Food and Rural Affairs Appeal Tribunal (Adjudicative Agency)
The role of the Agriculture, Food and Rural Affairs Appeal Tribunal is to provide citizens one place to file their appeals on agricultural issues and have them heard by an impartial and knowledgeable tribunal. The Tribunal hears applications and appeals made under approximately 19 statutes including the Drainage Act, the Ministry of Agriculture, Food and Rural Affairs Act (for appeals of decisions made under the Milk Act, and the Farm Products Marketing Act), the Crop Insurance Act, the Assessment Act, the Farm Implements Act, and the Food Safety and Quality Act. Most Tribunal members also serve on the Board of Negotiation (BON) established under the Environmental Protection Act.

Agricultural Research Institute of Ontario (ARIO) (Operational Service)
The primary role of ARIO is to provide strategic advice to the minister regarding research priorities and resource allocation in order to deliver high quality agriculture, food and rural research. This advice is integral to the ministry's decision-making process to determine where to allocate research funding. In addition, in 2007, ownership and management of the province's agri-food research infrastructure (14 provincial research stations and three agricultural colleges), critical to the future success of Ontario's agri-food and rural sectors and a key component of overall provincial economic growth, was transferred from the government to ARIO.

$Millions	Plan 2011-12	Interim Actuals 2010-11
Revenue	1.50	1.60
Expenses	(2.86)	2.93
Surplus (Deficit) Impact	4.36	(1.33)

Board of Negotiation (Adjudicative Agency)
The role of the Board of Negotiation is to negotiate a fair settlement of a claim where a contaminant is causing or has caused injury or damage to livestock or to crops, trees or other vegetation. (Consolidated into the Agriculture, Food and Rural Affairs Appeal Tribunal as of December 1999).

Boards Under the Farm Products Payments Act
Under the Farm Products Payments Act, funds and boards are established to: protect producers from non-payment by dealers; investigate claims; grant or refuse payment of claims; and determine the amounts and manner of payment. Boards administering funds under the Farm Products Payment Act are the Grain Financial Protection Board and Livestock Financial Protection Board. Both boards under this Act are "trust agencies."

- Grain Financial Protection Board (Trust Agency). This board collects fees and administers The Fund for Grain Corn Producers, The Fund for Soybean Producers, and The Fund for Canola Producers and the Fund for Wheat Producers. It approves claims made under the Grain Financial Protection Program, to protect producers of grain corn, canola, soybeans and wheat in the event of default on payment by a licensed buyer.

- Livestock Financial Protection Board (Trust Agency). This board collects fees, administers The Fund for Livestock Producers and reviews claims made against it under the Ontario Beef Cattle Financial Protection Program, to protect producers and other sellers of beef cattle in the event of default on payment by a licensed buyer.

Livestock Medicines Advisory Committee (Advisory Agency)
This committee reviews all legislation and regulations pertaining to livestock medicines; inquires into and reports to the Minister on any matter referred to the committee by the Minister; advises the Minister on matters relating to the control and regulation of livestock medicines; evaluates and recommends procedures relating to the sale of livestock medicines and proper standards for maintenance, handling and storage of livestock medicines; and makes recommendations with respect to the description of drugs, or classes of drugs, as livestock medicines and the designation of livestock medicines for sale under a licence or any class of licence.

Normal Farm Practices Protection Board (Adjudicative Agency)
The Normal Farm Practices Protection Board hears appeals which arise under the Farming and Food Production Protection Act, 1998. The Act protects 'normal farm practices' from nuisance complaints and municipal bylaws.

Ontario Farm Products Marketing Commission (Regulatory Agency)
The Commission supervises Ontario's 20 marketing boards and four representative commodity associations created under the Farm Products Marketing Act and the Milk Act; develops, recommends and implements policy with respect to regulated marketing in Ontario in consultation with the Minister; provides education programs to Ontario's marketing boards and industry stakeholders to increase the effectiveness and efficiency of the regulated marketing system; and provides leadership to marketing boards and representative associations. The Commission is also responsible for the enactment of milk and milk product quality regulations under the Milk Act which are then enforced by the director named under the Milk Act.

Ontario Food Terminal Board (Operational Enterprise)
The Ontario Food Terminal is the largest wholesale fruit and produce distribution center in Canada. It was established in 1954 to provide a convenient, efficient and low cost receiving and shipping facility for wholesalers of fruit and produce, and now serves all of Eastern Canada and some of the Northern States.

All operational aspects of the Ontario Food Terminal are overseen by the Ontario Food Terminal Board. The Board, consisting of seven members, acts like a landlord for the Terminal. Its mandate is to acquire, construct, equip and operate a wholesale fruit and produce market. The Ontario Food Terminal consists of warehouse tenants and farmer market tenants. Warehouse tenants market imported and domestic grown fruits and vegetables, whereas farmer market tenants provide only Ontario and Canadian grown.

Rural Economic Development Advisory Panel. (Advisory Agency)
The Rural Economic Development Advisory Panel (REDAP) is a volunteer panel appointed by the Minister of Agriculture, Food and Rural Affairs who have expertise in rural economic development. The REDAP is chaired by the Parliamentary Assistant to the Minister of Agriculture, Food and Rural Affairs and meets on an "as needed" basis but at least quarterly. Panel members review project applications for various rural economic development programs and make recommendations for funding to the Minister of Agriculture, Food and Rural Affairs.

Ontario AgriStability Review Committee (Advisory Agency)
The AgriStability program, delivered by Agricorp, was established to provide producers with effective tools to manage business risks. A program participant may submit a review request in the case of disagreement with how AgriStability program rules were applied to the participant's application. The Ontario AgriStability Review Committee is responsible for hearing review requests of Agricorp decisions in relation to program applications and making non-binding recommendations to Agricorp.

Ministry Financial Information

MINISTRY OF AGRICULTURE, FOOD AND RURAL AFFAIRS

Operating and Capital Summary by Vote

The Ministry of Agriculture, Food and Rural Affairs' (OMAFRA) vision is for thriving rural Ontario, agricultural and food sectors. To achieve this vision our mission is to act as a catalyst for transforming the agriculture and food sectors and rural communities for a healthy Ontario. OMAFRA invests in the following key areas: research and innovation; agriculture and food sector economic development; rural economic development and infrastructure; farm income stabilization; and food safety, animal health and environmental stewardship.

Votes/Programs	**Estimates 2011-12 $**	**Change from Estimates 2010-11 $**	**%**	**Estimates 2010-11 * $**	**Interim Actuals 2010-11 * $**	**Actuals 2009-10 * $**
OPERATING AND CAPITAL EXPENSE						
Vote 1: Ministry Administration	26,406,500	(85,300)	(0.3)	26,491,800	25,083,700	25,853,398
Vote 7: Better Public Health and Environment	94,037,300	3,709,300	4.1	90,328,000	81,036,000	71,844,527
Vote 8: Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities	1,122,097,200	(1,638,210,000)	(59.3)	2,760,307,200	2,179,295,900	1,600,084,224
Vote 9: Policy Development	16,370,100	1,751,600	12.0	14,618,500	14,907,500	13,889,770
Less: Special Warrants	-	-	-	-	-	-
Total Operating and Capital Expense to be Voted	**1,258,911,100**	**(1,632,834,400)**	**(56.5)**	**2,891,745,500**	**2,300,323,100**	**1,711,671,919**
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	399,314	161,100	67.6	238,214	235,700	3,687,356
Ministry Total Operating & Capital Expense	1,259,310,414	(1,632,673,300)	(56.5)	2,891,983,714	2,300,558,800	1,715,359,275
Consolidation & Other Adjustments - Agricorp	272,477,000	(34,467,000)	(11.2)	306,944,000	125,812,000	186,640,175
Consolidation & Other Adjustments - Agricultural Research Institute of Ontario (ARIO)	(2,855,600)	985,600	-	(3,841,200)	2,930,000	7,632,000
Total Including Consolidation & Other Adjustments	**1,528,931,814**	**(1,666,154,700)**	**(52.1)**	**3,195,086,514**	**2,429,300,800**	**1,909,631,450**
OPERATING AND CAPITAL ASSETS						
Vote 1: Ministry Administration	301,000	(1,126,300)	(78.9)	1,427,300	N/A	925,693
Vote 7: Better Public Health and Environment	500,000	-	-	500,000	N/A	42,200
Vote 8: Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities	5,300,000	-	-	5,300,000	N/A	666,154
Less: Special Warrants	-	-	-	-	-	-
Total Operating and Capital Assets to be Voted	**6,101,000**	**(1,126,300)**	**(15.6)**	**7,227,300**	**N/A**	**1,634,047**
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	11,800,000	-	-	11,800,000	N/A	5,797,100
Total Assets	**17,901,000**	**(1,126,300)**	**(5.9)**	**19,027,300**	**N/A**	**7,431,147**

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

APPENDIX: ANNUAL REPORT 2010-11

APPENDIX: ANNUAL REPORT 2010-11

Ministry Activities and Results 2010-2011

In 2010-2011, the ministry's key activities fell under the three priorities of:

- Thriving Agriculture and Food Sectors
- Strong Rural Communities
- Safe Food, Healthy Animals, Healthy Environment

Thriving agriculture and food sectors

- Local Food

The Ministry of Agriculture, Food and Rural Affairs has invested $80 million in programming to support Ontario foods since 2003. The efforts are paying off, with more than half of shoppers surveyed reporting that they are buying more fresh Ontario foods than previously.

Under the Ontario Market Investment Fund, the ministry partners with agri-food industry groups and local food networks to help jump-start or maintain momentum for local food initiatives. To date, 151 projects have been approved with program support of up to $8.1 million.

The Broader Public Sector Investment Fund was launched in the fall of 2010. It helps connect farmers, food processors, and distributors with schools, hospitals, and municipalities to increase the amount of Ontario food purchased by the broader public sector. The fund is administered by the Greenbelt Fund, a sister organization of the Friends of the Greenbelt Foundation. The ministry recently announced the first twelve projects to be funded under this new program.

- Food Processing

Ontario's food and beverage manufacturing revenue totals more that $34 billion, making it the second-largest goods producing sector in the province. This represents about 3,000 establishments that employ approximately 95,000 people.

Up to 70 per cent of Ontario farm products wind up in some of these plants. Our farmers depend on a robust food manufacturing base in this province.

OMAFRA's programs and services led to more than $317 million invested in the food processing sector in 2010-2011, creating or retaining more than 6,850 jobs in 2010-11.

The Rural Economic Development program was re-focused in September, 2009 to include food processing as a priority sector. Since then, investments through RED of $67 million for 90 food processing projects have generated more than $403 million in new economic activity, creating and retaining more than 11,800 jobs.

In 2010-11, the ministry continued working with the food processing sector as a priority under the Rural Economic Development program, notably:

  - New Food Classics is receiving $1 million for a new manufacturing facility in St. Catharines to meet the growing demand for its fully cooked, ready-to-eat meat products. This new location will help grow their business by better connecting them with their regional consumers and distributors. This investment will create up to 150 new jobs in the short term and as many as 400 new jobs over the next five years. It will also increase the product demand from local meat producers and processors.
  - Metzger Meats is receiving $350,000 to expand and modernize its plant by adding smokehouses and cookhouses. The company will also modernize its production management system to improve both the productivity and efficiency of the plant. These improvements will increase smokehouse and ready-to-eat meat production by 400 per cent. This investment will also create 10 new jobs and retain 18 positions.

- Exports

Ontario exports more, on a per capita basis, than any other G7 nation. In 2010, agri-food exports totalled $9.39 billion. That is a six per cent increase from 2009.

OMAFRA staff are experts at helping small to medium sized firms break into international markets. Whether it's the U.S., Europe, Asia or Mexico, the ministry has people who know how to get Ontario food products on the world's shelves.

- Growing Forward

In 2010-2011, the ministry built on the suite of Growing Forward programs, incorporating premise identification requirements into the Canada-Ontario Farm Stewardship program and Business Development for Farm Businesses program.

Some of the results from Growing Forward programs (to December 2010) are:

  - 1,728 on-farm environmental improvement projects have been completed with cost-share funding under the Canada-Ontario Farm Stewardship Program
  - 746 farm businesses participated in Canada-Ontario Environmental Farm Plan (EFP) educational workshops, with 660 EFP Action Plans peer reviewed and deemed appropriate
  - 486 people attended information sessions and 863 producers and processors were approved for cost-share funding under the Food Safety and Traceability Initiative
  - 974 farm business participated in Growing Your Farm Profits workshops, with 650 client action plans reviewed and signed off, and an 80 per cent client satisfaction rating

  - 300 participants attended biosecurity workshops and 100 applications were received and approved for funding.
  - 4000 premises were registered in the provincial agri-food premises registry as a result of premises identification being added as a program eligibility requirement. The ministry met 100 per cent of its target for 2010-2011 in this respect.

- Risk Management

In July, 2010, the Risk Management pilot program for grain and oilseed producers was extended for the 2010 growing season. The program helps farmers offset losses caused by low grain and oilseed commodity prices.

Since 2003, the ministry has provided more than $2 billion in farm income and stabilization programming.

The ministry developed and launched a collection of resources to help new farmers get started. The "Starting a Farm in Ontario – Business Information Bundle for New Farmers"

In December, 2010, the minister issued a directive to Agricorp to amend the existing Grains Act regulation to temporarily (until July 1, 2012) allow the industry to continue using deferred payments. This allows a current practice to continue while industry is further consulted on a longer term direction.

Strong Rural Communities

In 2010-2011, the ministry continued to deliver significant infrastructure initiatives on behalf of the Ontario government, particularly components of the Building Canada Fund and the Infrastructure Stimulus Fund.

- Building Canada Fund - Communities Component. 478 projects have been approved under this program with a provincial commitment of more than $550 million to improve vital infrastructure in rural Ontario.
- Building Canada Fund – Major Infrastructure Component. Through this component, the ministry is delivering more than $100 million in total provincial funding for three projects to improve water systems in Ontario.
- Infrastructure Stimulus Fund – Under the Municipal Intake, Ontario is investing more than $970 million in almost 1,300 infrastructure projects. Under the Not-for-Profit Intake, the province is investing $66 million, with another $9 million from other sources, for 66 infrastructure projects across the province.

In 2010-2011, the ministry continued its commitment to delivering high-speed Internet service to rural areas through its Rural Connections Broadband Program, Building Broadband in Rural and Northern Ontario Program, and Eastern Ontario Wardens' Caucus regional broadband project with more than $90 million in provincial funding. The total number of current and completed broadband projects undertaken in the Rural Connections Broadband Program is 55, representing a total investment of more than $31 million.

The Rural Economic Development (RED) program helps rural communities remove barriers to economic development and growth through efforts in revitalizing communities, support for food processing and increasing opportunities for skills development. In 2010-2011, 71 projects were committed to under the program. This represents a program investment of $47 million, generating more than $337 million in economic activity.

The Ontario government partners with rural businesses to provide summer jobs for students. Since 2003, the Rural Summer Jobs Service program has provided a wage subsidy to more than 8,000 employers for the placement of more than 28,000 students. In 2010, more than 1,550 employers were approved for more than 7,000 students.

Safe Food, Healthy Animals, Healthy Environment

The ministry recognizes the importance of being able to track the movement of food products from farm to fork – it makes for good business and emergency preparedness. That is why more than $30.2 million was provided for Food Safety and Traceability Initiative under the Growing Forward framework. Since 2009, more than $16 million has been provided to more than 1,200 applicants under the program.

A new Pathobiology and Animal Health Laboratory was officially opened in October, 2010 at the University of Guelph. The lab supports the growing role of veterinarians in research and teaching in public health, infectious diseases, pathology and immunology. The ministry provided $25 million for the lab's construction.

The ministry continued to update its Food Safety Strategic Plan to better co-ordinate with other government bodies and industry and to refine its evidence and risked based approach to protecting Ontario's food supply.

In 2010-2011, the ministry worked with the Ministries of Environment and Natural Resources on the stewardship of Ontario's water resources by:

- Working with the federal government to renegotiate the Great Lakes Water Quality Agreement (GLWQA) with the United States
- Working on an extension of the Canada-Ontario Agreement on the Great Lakes Basin, while the GLWQA is being negotiated.
- Working to develop a Great Lakes Action Plan to establish a provincial Great Lakes vision, including short- and long-term actions to conserve and restore the Great Lakes
- Continuing to support the Lake Simcoe Protection Plan through a number of initiatives, including securing additional funding from Environment Canada to support farmers in the watershed participating in the Canada-Ontario Farm Stewardship Program
- Working to implement the requirements of the Clean Water Act as it pertains to source water protection and agricultural operations

The ministry also helped develop and implement Ontario's Water Strategy, a multi-ministry effort to encourage the creation and export of innovative clean water technology, promote water conservation, attract economic development and create jobs.

As of January 1, 2011, the ministry assumed the lead role in educating stakeholders about new requirements for handling and transporting Non-Agricultural Source Materials (NASM). A comprehensive communications and education effort was carried out in the winter-spring period so that relevant stakeholders were aware of their responsibilities under the new regulation. As of the end of March, 2011, 20 NASM Plan Development Certificates have been issued.

Innovation

The ministry worked on several initiatives that provide a foundation for delivering on our priorities and developing as a high-performance ministry.

In April, 2010, the Ontario and Quebec Agriculture Ministers agreed on a joint action plan to promote better agri-food sector integration and competitiveness between the two provinces, including trade, research and innovation.

In 2010-2011, the ministry continued to use our diversity strategy, Rooted in Diversity: A Place for Everyone to identify opportunities to integrate diversity and inclusion into human resources and business practices of the ministry. Opportunities to integrate diversity and inclusion included a session for management on expectations and best practices for barrier-free recruitment; a pilot of the Inclusion Lens throughout divisions; started up a Diversity Mentoring Partnership program; hosted the Spirit of Diversity Program event celebrating Diversity and Spirit (volunteerism) in one event.

In June 2010, OMAFRA submitted a green plan that aligned with the OPS Green Transformation Strategy. OMAFRA showed leadership in engaging staff with the formation of a cross-ministry green team and an active blog on OPSpedia. Other areas of leadership include OMAFRA's contributions to greener business practices (e.g. printer reductions; paperless meetings; paperless inspection) and reductions to the OPS environmental footprint (e.g. use of video conferencing and procurement of hybrid/flex fuel vehicles for ministry fleet).

As part of its Open for Business commitments, the ministry has successfully met and exceeded its regulatory burden reduction target. Some of the salient examples of regulatory burden reduction include:

- Meat plants now file for their licences once every three years, instead of annually.
- Provincial carcass grading standards in beef, veal, poultry, lamb and mutton were updated by harmonizing with federal standards.
- A single, harmonized regulation for eggs and processed eggs.

The ministry also worked on innovation and research priorities that included partnerships with a wide variety of research institutions and industry stakeholders across the value chain. To illustrate some of the ministry's achievements:

- Targeted outreach to academic and industry stakeholders was a significant factor in an almost 30 per cent increase in research partnerships recorded (from 245 to 320) and an approximate 50 per cent increase in private sector funding in support of our combined research programs (University of Guelph Partnership and other programs).
- The University of Guelph successfully launched the new Highly Qualified Personnel (HQP) and Knowledge Translation and Transfer (KTT) programs, both of which will lead to increased involvement and participation from stakeholders across the value chain.

In 2010-2011, a new enhanced performance measurement system was launched for the ministry. A study is under way to explore opportunities to expand the system.

Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	**$653.985**
Capital	**$1,775.316**
Staff Strength (as of March 31, 2011)	**940.47**

- Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Attorney General

Ontario

Published Results-based Plan 2011-12

Ministry of the Attorney General

ISSN # 1718-6099

Ce document est disponible en français

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

The Ministry of the Attorney General is responsible for providing a fair and accessible justice system that reflects the needs of diverse communities across the province. The ministry employs approximately 7,985 staff who provide services in criminal, civil, family and small claims courts, the ministry's agencies, the prosecution of crime, services to victims, support to vulnerable people and legal services to government.

The ministry is guided by three key strategies that support the government priority of justice and the commitment to "keep families safe and secure." They are:

Deliver an Effective Justice System

The ministry helps protect community, family and personal safety through the effective prosecution of offences.

The criminal justice system receives almost 600,000 new charges each year. The ministry is determined to improve the effectiveness of the criminal justice system and has implemented initiatives to reduce delays in Ontario's criminal courts and move major criminal cases through the justice system faster and more effectively.

On June 3, 2008, the Attorney General announced the Justice on Target strategy. The strategy seeks to achieve faster, focused justice by reducing by 30 per cent the provincial average number of court appearances and days needed to complete a criminal case by June 2012. The strategy is about justice participants working collaboratively to get to decision points faster and to complete non-complex cases quicker. Doing so creates the capacity for justice participants to direct more attention to serious and difficult cases, and to better serve witnesses, victims and the public.

The ministry continues to support and work with Legal Aid Ontario as it provides high-quality legal services to low-income Ontarians.

As part of Ontario's Aboriginal Justice Strategy, the province supports a variety of programs for both Aboriginal offenders and victims that provide equitable, coordinated and responsive criminal justice services, including victim services.

Protect the Interests of Victims and Vulnerable People

The ministry provides support services for victims of crime through initiatives such as the Victim/Witness Assistance Program and community victims' services. As an advisory agency, the Office for Victims of Crime works to strengthen victims' services by consulting with victims and advising government on ways to improve services to victims. The Criminal Injuries Compensation Board awards compensation to victims of violent crimes.

The ministry provides and supports a wide array of services for vulnerable people through community, agency and court-based initiatives, including decision-making by the Office of the Public Guardian and Trustee for mentally incapable people who have no one else to act on their behalf.

The ministry also delivers special services for Ontario's children, including:

- Representing children through the Office of the Children's Lawyer
- Providing a safe setting for visits with children through the Supervised Access Program. The government provides transfer payment funding to community-based, non-profit organizations to deliver Supervised Access services throughout the province in 52 court districts.

The ministry is responsible for the Ontario Human Rights Code and for the arm's-length agencies that administer the Code. Ontario's human rights system is made up of the Human Rights Tribunal of Ontario, the Ontario Human Rights Commission and the Human Rights Legal Support Centre. The system reinforces Ontario's leadership in human rights and addresses systemic discrimination.

Provide an Efficient Court System

The ministry is responsible for administering criminal, civil, family and small claims courts. In these courts, ministry employees provide courtroom and administrative support, maintain records, enforce civil orders, collect fines and fees and give information to the public. The ministry also works with the judiciary and justice partners on measures to improve access to justice, and to encourage alternatives to litigation for appropriate cases.

The ministry is also guided by a strategy that supports the government commitment to "serve the public interest."

The ministry supports the role of the Attorney General as Chief Law Officer of the Crown. It provides the government with expert legal services, advocacy and representation before tribunals and at all levels of court.

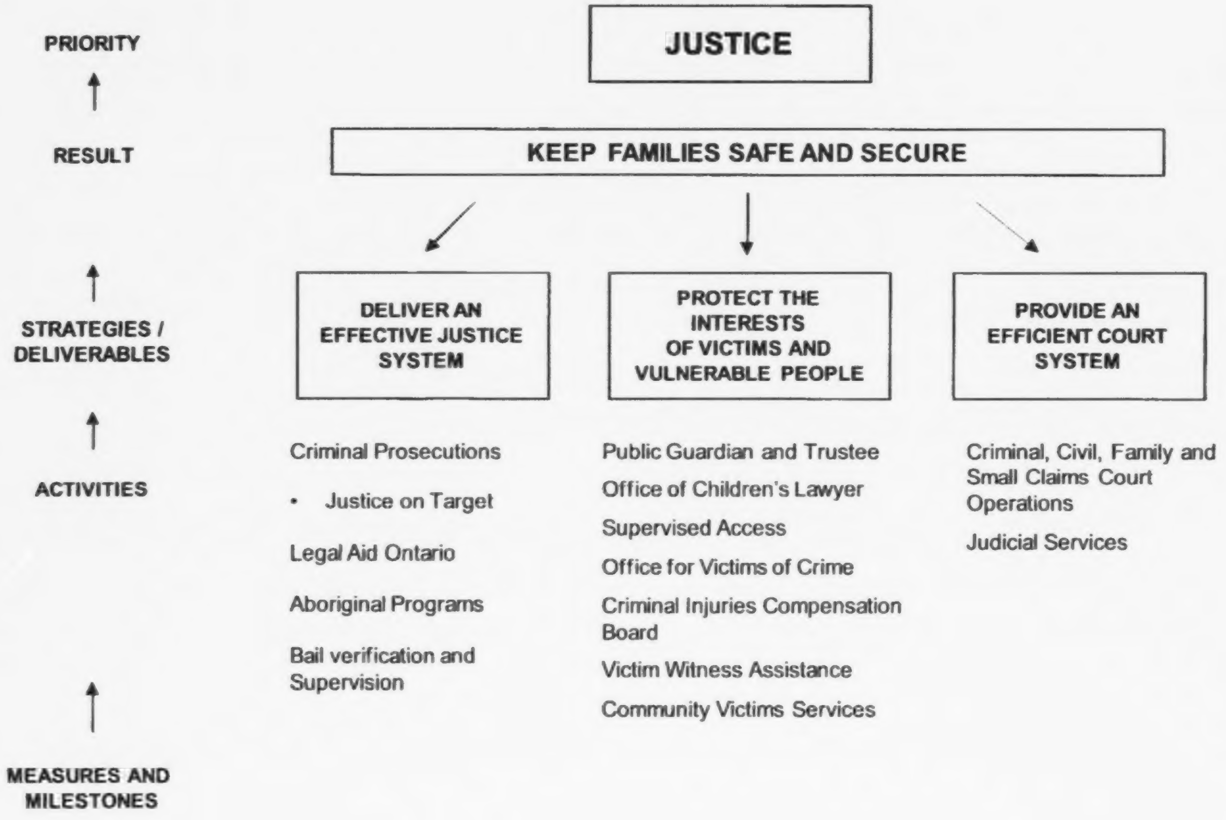
The ministry also maintains public accountability for the administration of:

- The Special Investigations Unit
- The Office of the Independent Police Review Director
- The Alcohol and Gaming Commission of Ontario
- Public Inquiries
- The Environment and Land Tribunals Ontario, which includes:
    - The Assessment Review Board
    - The Ontario Municipal Board
    - The Board of Negotiation
    - The Environmental Review Tribunal
    - The Conservation Review Board

Additionally, the Ministry has responsibility for the following social justice tribunals including:

- The Child and Family Services Review Board
- The Custody Review Board
- The Human Rights Tribunal of Ontario
- The Landlord and Tenant Board
- The Special Education Tribunals (French and English)
- The Social Benefits Tribunal

MINISTRY OF THE ATTORNEY GENERAL
PRIORITY: Justice



PRIORITY ↑ **RESULT** ↑ **STRATEGIES / DELIVERABLES** ↑ **ACTIVITIES** ↑ **MEASURES AND MILESTONES**

JUSTICE

KEEP FAMILIES SAFE AND SECURE

DELIVER AN EFFECTIVE JUSTICE SYSTEM

Criminal Prosecutions

- Justice on Target

Legal Aid Ontario

Aboriginal Programs

Bail verification and Supervision

PROTECT THE INTERESTS OF VICTIMS AND VULNERABLE PEOPLE

Public Guardian and Trustee

Office of Children's Lawyer

Supervised Access

Office for Victims of Crime

Criminal Injuries Compensation Board

Victim Witness Assistance

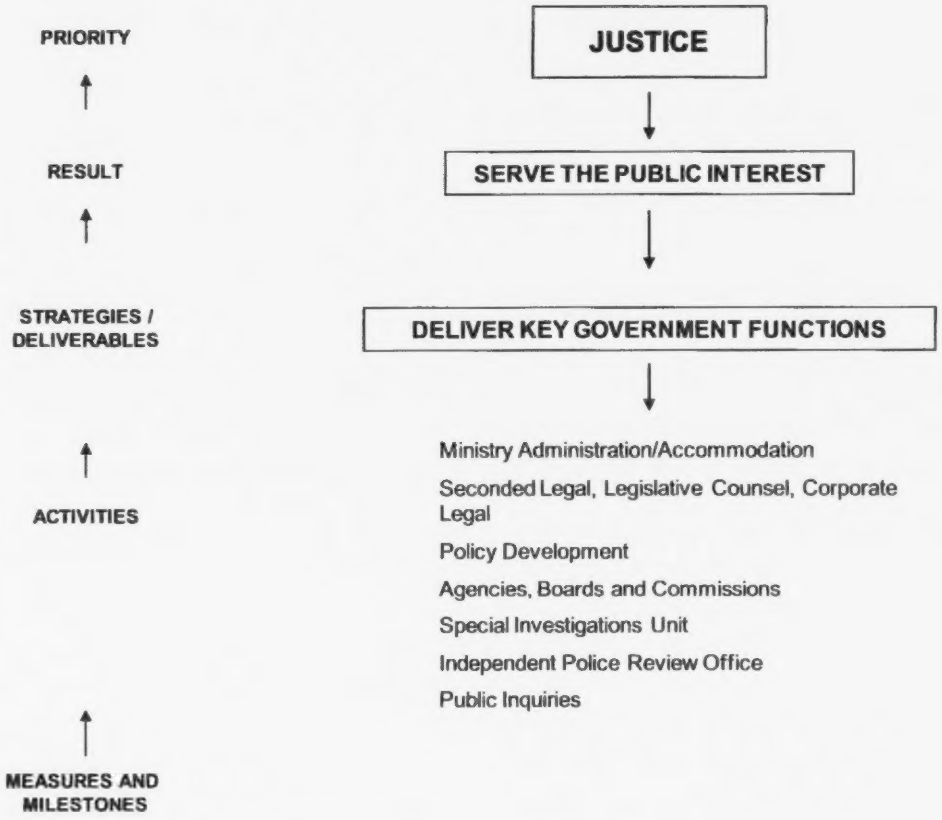
Community Victims Services

PROVIDE AN EFFICIENT COURT SYSTEM

Criminal, Civil, Family and Small Claims Court Operations

Judicial Services

MINISTRY OF THE ATTORNEY GENERAL
PRIORITY: Justice



PRIORITY ↑ **RESULT** ↑ **STRATEGIES / DELIVERABLES** ↑ **ACTIVITIES** ↑ **MEASURES AND MILESTONES**

JUSTICE

↓

SERVE THE PUBLIC INTEREST

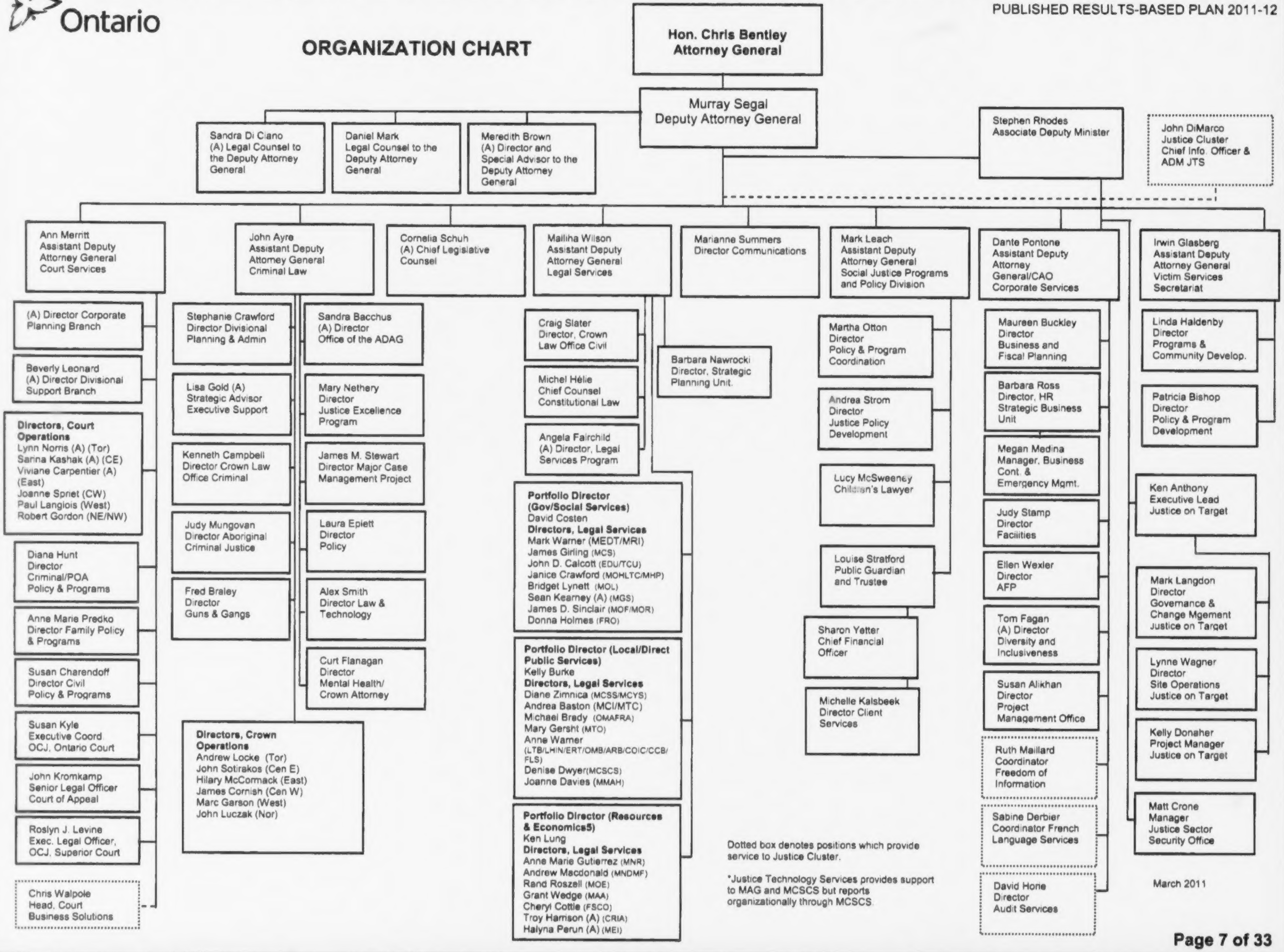
↓

DELIVER KEY GOVERNMENT FUNCTIONS

↓

- Ministry Administration/Accommodation
- Seconded Legal, Legislative Counsel, Corporate Legal
- Policy Development
- Agencies, Boards and Commissions
- Special Investigations Unit
- Independent Police Review Office
- Public Inquiries

ORGANIZATION CHART


Hon. Chris Bentley Attorney General
Murray Segal Deputy Attorney General
Sandra Di Ciano (A) Legal Counsel to the Deputy Attorney General
Daniel Mark Legal Counsel to the Deputy Attorney General
Meredith Brown (A) Director and Special Advisor to the Deputy Attorney General
Stephen Rhodes Associate Deputy Minister
John DiMarco Justice Cluster Chief Info. Officer & ADM JTS
Ann Merritt Assistant Deputy Attorney General Court Services
(A) Director Corporate Planning Branch
Beverly Leonard (A) Director Divisional Support Branch
Directors, Court Operations Lynn Norris (A) (Tor) Sarina Kashak (A) (CE) Viviane Carpentier (A) (East) Joanne Spriet (CW) Paul Langlois (West) Robert Gordon (NE/NW)
Diana Hunt Director Criminal/POA Policy & Programs
Anne Marie Predko Director Family Policy & Programs
Susan Charendoff Director Civil Policy & Programs
Susan Kyle Executive Coord OCJ, Ontario Court
John Kromkamp Senior Legal Officer Court of Appeal
Roslyn J. Levine Exec. Legal Officer, OCJ, Superior Court
Chris Walpole Head, Court Business Solutions
John Ayre Assistant Deputy Attorney General Criminal Law
Stephanie Crawford Director Divisional Planning & Admin
Lisa Gold (A) Strategic Advisor Executive Support
Kenneth Campbell Director Crown Law Office Criminal
Judy Mungovan Director Aboriginal Criminal Justice
Fred Braley Director Guns & Gangs
Sandra Bacchus (A) Director Office of the ADAG
Mary Nethery Director Justice Excellence Program
James M. Stewart Director Major Case Management Project
Laura Epiett Director Policy
Alex Smith Director Law & Technology
Curt Flanagan Director Mental Health/ Crown Attorney
Directors, Crown Operations Andrew Locke (Tor) John Sotirakos (Cen E) Hilary McCormack (East) James Cornish (Cen W) Marc Garson (West) John Luczak (Nor)
Cornelia Schuh (A) Chief Legislative Counsel
Malliha Wilson Assistant Deputy Attorney General Legal Services
Craig Slater Director, Crown Law Office Civil
Michel Hélie Chief Counsel Constitutional Law
Angela Fairchild (A) Director, Legal Services Program
Barbara Nawrocki Director, Strategic Planning Unit.
Portfolio Director (Gov/Social Services) David Costen Directors, Legal Services Mark Warner (MEDT/MRI) James Girling (MCS) John D. Calcott (EDU/TCU) Janice Crawford (MOHLTC/MHP) Bridget Lynett (MOL) Sean Kearney (A) (MGS) James D. Sinclair (MOF/MOR) Donna Holmes (FRO)
Portfolio Director (Local/Direct Public Services) Kelly Burke Directors, Legal Services Diane Zimnica (MCSS/MCYS) Andrea Baston (MCI/MTC) Michael Brady (OMAFRA) Mary Gersht (MTO) Anne Warner (LTB/LHIN/ERT/OMB/ARB/COIC/CCB/FLS) Denise Dwyer(MCSCS) Joanne Davies (MMAH)
Portfolio Director (Resources & Economics5) Ken Lung Directors, Legal Services Anne Marie Gutierrez (MNR) Andrew Macdonald (MNDMF) Rand Roszell (MOE) Grant Wedge (MAA) Cheryl Cottle (FSCO) Troy Harrison (A) (CRIA) Halyna Perun (A) (MEI)
Marianne Summers Director Communications
Mark Leach Assistant Deputy Attorney General Social Justice Programs and Policy Division
Martha Otton Director Policy & Program Coordination
Andrea Strom Director Justice Policy Development
Lucy McSweeney Children's Lawyer
Louise Stratford Public Guardian and Trustee
Sharon Yetter Chief Financial Officer
Michelle Kalsbeek Director Client Services
Dante Pontone Assistant Deputy Attorney General/CAO Corporate Services
Maureen Buckley Director Business and Fiscal Planning
Barbara Ross Director, HR Strategic Business Unit
Megan Medina Manager, Business Cont. & Emergency Mgmt.
Judy Stamp Director Facilities
Ellen Wexler Director AFP
Tom Fagan (A) Director Diversity and Inclusiveness
Susan Alikhan Director Project Management Office
Ruth Maillard Coordinator Freedom of Information
Sabine Derbier Coordinator French Language Services
David Hone Director Audit Services
Irwin Glasberg Assistant Deputy Attorney General Victim Services Secretariat
Linda Haldenby Director Programs & Community Develop.
Patricia Bishop Director Policy & Program Development
Ken Anthony Executive Lead Justice on Target
Mark Langdon Director Governance & Change Mgement Justice on Target
Lynne Wagner Director Site Operations Justice on Target
Kelly Donaher Project Manager Justice on Target
Matt Crone Manager Justice Sector Security Office

Dotted box denotes positions which provide service to Justice Cluster.

*Justice Technology Services provides support to MAG and MCSCS but reports organizationally through MCSCS.

March 2011

MINISTRY LEGISLATION

ADMINISTRATION OF JUSTICE

Administration of Justice Act
Age of Majority and Accountability Act
Apology Act, 2009
Arbitration Act, 1991
Assessment Review Board Act
Bail Act
Blind Persons' Rights Act
Class Proceedings Act, 1992
Commissioners for Taking Affidavits Act
Compensation for Victims of Crime Act
Courts of Justice Act
Crown Witnesses Act
Dog Owners' Liability Act
Environmental Review Tribunal Act, 2000
Evidence Act
Execution Act
Fines and Forfeitures Act
Habeas Corpus Act
Hospitals and Charitable Institutions
Human Rights Code
Judicial Review Procedure Act
Juries Act
Justices of the Peace Act
Legal Aid Services Act, 1998
Legislation Act, 2006
Limitations Act, 2002
Negligence Act
Notaries Act
Ontario Heritage Act, Part III
Ontario Municipal Board Act
Ontario Works Act, 1997 *(section pertaining to Social Benefits Tribunal)*
Police Services Act *(sections pertaining to Office of the Independent Police Review Director)*
Provincial Offences Act
Public Inquiries Act, 1990
Public Inquiries Act, 2009 *(not in force)*
Real Property Limitations Act
Rescuing Children from Sexual Exploitation Act, 2002 (Parts III and IV) *(not in force)*
Safe Streets Act, 1999
Statutory Powers Procedure Act
Tobacco Damages and Health Care Costs Recovery Act, 2009
Victims Bill of Rights, 1995

FAMILY LAW

Child and Family Services Act *(sections pertaining to Child and Family Services Review Board, Custody Review Board)*
Children's Law Reform Act
Family Law Act
Parental Responsibility Act, 2000

INTER-JURISDICTIONAL

Enforcement of Judgment Conventions Act, 1999
International Commercial Arbitration Act
Interjurisdictional Support Orders Act
International Interests in Mobile Equipment Act (Aircraft Equipment), 2002 (not in force)
Inter-Provincial Summonses Act
Reciprocal Enforcement of Judgments Act
Reciprocal Enforcement of Judgments (UK) Act
Settlement of International Investment Disputes Act, 1999 (not in force)
Trans-boundary Pollution Reciprocal Access Act

PROPERTY STATUTES

Accumulations Act
Aliens' Real Property Act
Conveyancing and Law of Property Act
Disorderly Houses Act
Escheats Act
Expropriations Act
Fraudulent Conveyances Act
Mortgages Act
Occupiers' Liability Act
Partition Act
Property and Civil Rights Act

Religious Organizations' Lands Act
Short Forms of Leases Act
Trespass to Property Act

BUSINESS REGULATION

Absconding Debtors Act
Alcohol and Gaming Regulation and Public Protection Act, 1996 *(sections related to Alcohol and Gaming Commission of Ontario)*
Bulk Sales Act
Business Records Protection Act
Charities Accounting Act
Construction Lien Act
Costs of Distress Act
Creditors' Relief Act
Electronic Commerce Act, 2000
Employers and Employees Act
Frustrated Contracts Act
Gaming Control Act, 1992
International Sale of Goods Act
Liquor Licence Act
Mercantile Law Amendment Act
Pawnbrokers Act
Sale of Goods Act
Statute of Frauds
Ticket Speculation Act
Unconscionable Transactions Relief Act
Vendors and Purchasers Act
Wages Act
Warehouse Receipts Act

PROFESSIONAL REGULATION

Architects Act
Barristers Act
Chartered Accountants Act, 2010
Certified General Accountants Act, 2010
Certified Management Accountants, 2010
Law Society Act
Professional Engineers Act
Public Accounting Act, 2004
Solicitors Act

CROWN DUTIES/IMMUNITY

Crown Agency Act
Crown Attorneys Act
Ministry of the Attorney General Act
Ombudsman Act
Proceedings Against the Crown Act
Public Authorities Protection Act
Public Officers Act

ESTATES

Absentees Act
Crown Administration of Estates Act
Declarations of Death Act, 2002
Estates Act
Estates Administration Act
Perpetuities Act
Powers of Attorney Act
Public Guardian and Trustee Act
Residential Tenancies Act, 2006 *(sections pertaining to the Landlord and Tennant Board)*
Settled Estates Act
Substitute Decisions Act, 1992
Succession Law Reform Act
Trustee Act
Variation of Trusts Act

OTHER

Civil Remedies Act, 2001
Donation of Food Act
Education Act *(sections pertaining to Special Education Tribunal- English & French)*
Executive Council Act
Good Samaritan Act
Libel and Slander Act
Lieutenant Governor Act
Members' Integrity Act
Ontario Association of Former Parliamentarians Act
Prohibiting Profiting from Recounting Crimes Act, 2002

Revised Statutes Confirmation and Corrections Act
Religious Freedom Act
Time Act

DEMOCRACY STATUTES

Election Act
Election Finances Act
Electoral System Referendum Act, 2007
Representation Act, 2005
Legislative Assembly Act

DORMANT/REPEALED ACTS

Charitable Gifts Act
Domestic Violence Protection Act, 2000
Interpretation Act
Ontario Law Reform Commission Act
Public Accountancy Act
Regulations Act
Statute and Regulation Revision Act, 1998
Statutes Act

AGENCIES, BOARDS AND COMMISSIONS REPORTING TO THE MINISTRY

Description	Accrual 2011/12 Estimates		2010/11 Interim Actual	
	Expenditure $	Revenue $	Expenditure $	Revenue $
Alcohol and Gaming Commission of Ontario	34,561,800	28,920,000	36,523,000	30,668,000
Assessment Review Board	8,936,500	1,500,000	8,878,700	1,000,000
Ontario Municipal Board	8,024,000	250,000	7,849,300	250,000
Environmental Review Tribunal	1,675,800	-	1,682,100	-
Criminal Injuries Compensation Board	36,854,600	-	25,575,300	-
Ontario Human Rights Commission	5,621,000	-	5,483,400	-
Human Rights Legal Support Centre	5,336,200	-	5,414,900	-
Public Inquiries	1,000	-	105,000	-
Office of the Independent Police Review Director	8,399,900	-	5,299,000	-
Legal Aid Ontario	332,569,100	50,132,000	317,821,100	50,132,000
Landlord and Tenant Board	28,561,200	11,420,000	30,255,700	11,417,000
Child and Family Services Review Board/Custody Review Board	1,841,600	-	2,042,200	-
Ontario Special Education (English) Tribunal/Ontario Special Education (French) Tribunal	353,800	-	-	-
Social Benefits Tribunal	7,527,900	-	7,611,600	-
Human Rights Tribunal of Ontario	9,176,000	-	8,977,000	-
	489,440,400	92,222,000	463,518,300	93,467,000

Interim Actuals reflect the numbers presented in the Ontario Budget

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12

OPERATING EXPENSE	1,552,454,014
CAPITAL EXPENSE	315,047,900
Total	**1,867,501,914**

Table 2: Operating and Capital Summary by Vote 2011-12

Vote	Estimates 2011-12	Change from 2010-11 Estimates		Estimates 2010-11	Interim Actuals 2010-11	Actuals 2009-10
	$	$	%	$	$	$
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	200,682,200	3,885,700	2.0	196,796,500	187,317,100	196,732,561
Prosecuting Crime	260,757,200	1,501,300	0.6	259,255,900	253,757,300	246,624,546
Policy, Justice Programs and Agencies	555,525,500	15,500,300	2.9	540,025,200	539,360,300	539,158,767
Legal Services	33,141,500	2,226,300	7.2	30,915,200	29,771,500	28,646,474
Court Services	692,813,500	104,139,600	17.7	588,673,900	575,382,700	467,269,852
Victim Services	118,573,700	(1,473,800)	(1.2)	120,047,500	98,468,300	99,979,041
Total Including Special Warrants	1,861,493,600	125,779,400	7.2	1,735,714,200	1,684,057,200	1,578,411,241
Less: Special Warrants	-	-	-	-	-	-
Total Operating and Capital Expense to be Voted	**1,861,493,600**	**125,779,400**	**7.2**	**1,735,714,200**	**1,684,057,200**	**1,578,411,241**
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	6,008,314	706,100	13.3	5,302,214	27,495,300	30,209,782
Ministry Total Operating and Capital Expense	**1,867,501,914**	**126,485,500**	**7.3**	**1,741,016,414**	**1,711,552,500**	**1,608,621,023**
Consolidation & Other Adjustments	37,660,000	(9,327,000)	(19.9)	46,987,000	-	54,149,300
Total Including Consolidation & Other Adjustments	**1,905,161,914**	**117,158,500**	**6.6**	**1,788,003,414**	**1,711,552,500**	**1,662,770,323**
OPERATING AND CAPITAL ASSETS						
Ministry Administration	-	(15,000)	(100.0)	15,000	1,000	-
Prosecuting Crime	998,000	766,000	330.2	232,000	432,500	250,879
Policy, Justice Programs and Agencies	397,000	(541,000)	(57.7)	938,000	136,100	168,205
Legal Services	161,000	12,500	8.4	148,500	35,000	-
Court Services	2,719,000	953,000	54.0	1,766,000	1,000	211,871
Victim Services	28,000	(303,000)	(91.5)	331,000	12,500	-
Total Operating and Capital Assets To Be Voted	**4,303,000**	**872,500**	**25.4**	**3,430,500**	**618,100**	**630,955**

MINISTRY PUBLISHED RESULTS-BASED PLAN 2011-12

Through its Results-based Plan, the Ministry of the Attorney General supports the government's justice priority and its commitment to "keep families safe and secure" and to "serve the public interest".

Keep Families Safe and Secure

The government has committed to the result, "keep families safe and secure". To achieve this, the ministry has established three strategies with a number of related objectives for 2011-2012.

Deliver an Effective Justice System

The ministry works to protect community, family and personal safety through the prosecution of offences in all criminal matters and all criminal appeals before all levels of courts in the province. The ministry employs over 1,000 Crown attorneys for that purpose. The ministry is working to improve the effective functioning of the criminal justice system, which receives almost 600,000 new criminal charges per year.

The ministry continues to play a leading role in the government's anti-gun and gang strategy. The Guns and Gangs Operations' Centre's (GGOC's) coordinated crime-fighting model, which brings the police, Crown Attorneys, Victim Witness Assistance and other justice professionals under one roof to share information and expertise, continues to improve Ontario's effort to get guns and gangs off our streets.

Justice on Target

The Justice on Target strategy and resulting initiatives will enable the ministry to fulfill its commitment to improve the effectiveness of the criminal justice system, and to protect public confidence in the administration of justice.

Announced on June 3, 2008, the strategy seeks to achieve faster, more focused justice by reducing by 30 per cent the provincial average number of court appearances and days needed to complete a criminal case by June 2012. In the interest of transparency, the ministry has made criminal court statistics dating back to 2000 publicly available on the Justice on Target website, and will continue to update the site as the strategy progresses.

Statistics for January 1 to December 31, 2010 are now available on the Justice on Target website. Statistics for the 12 month period of July 1, 2010 to June 30, 2011 are expected to be available in late summer 2011.

All Ontario Court of Justice criminal courthouses in the province (including satellite offices) have been formally engaged in the strategy. Local leaders at each site will continue identifying, implementing and sustaining initiatives to reduce criminal court delay.

These local leaders include representatives of all criminal justice participant groups – Judges, Justices of the Peace, Defence Counsel, Police, Corrections staff, Duty Counsel, Legal Aid Ontario and other organizations in addition to ministry leaders such as Crown Attorneys and Court Services staff. Through Justice on Target, these justice participants are now working in a way that respects their independent roles and encourages collaboration.

Throughout 2011-2012, criminal courts across Ontario will see further results as new initiatives are implemented, best practices are shared and cases move through the system faster. This sustained effort to make the criminal justice system more effective will continue past the target date of June 2012.

Legal Aid Ontario

Legal Aid Ontario (LAO) is an independent, arm's-length agency funded largely by the Province of Ontario. LAO is responsible for the delivery of legal aid services to low-income Ontarians. LAO's authority for providing these services is the *Legal Aid Services Act, 1998.*

LAO's mandate includes promoting access to justice throughout Ontario for low-income people by providing consistently high quality legal aid services in a cost-effective and efficient manner. Legal aid protects constitutional and legal rights and ensures fair and equal treatment for low-income people, such as refugee claimants, those facing criminal charges, parents involved in child protection proceedings or seeking custody, access or financial support for themselves or their children.

In September 2009 Ontario announced a Legal Aid transformation plan which included an investment of an additional $150 million over four years in Legal Aid Ontario. This will increase Legal Aid Ontario's base funding by $60 million a year by 2012. As part of this, LAO is moving forward on a number of new initiatives, including:

- Allocating additional funding for enhanced family law and clinic services
- Increasing the hourly fees for criminal, family, immigration and refugee, and mental health lawyers in order to retain and attract lawyers to legal aid work
- Instituting block fees for standard criminal cases
- Enhancing duty counsel services
- Increasing funding for expert defence witnesses
- Implementing enhanced fees for qualified lawyers to conduct the most complex major criminal cases
- Providing greater quality control and ensuring greater accountability of legal aid lawyers.

Legal Aid Ontario has been working with the ministry to modernize the organization to provide services more effectively and efficiently in a manner that improves access to justice and complements the Attorney General's Justice on Target (JOT) strategy, and family services' expansion.

LAO is improving services available in the courthouses including taking legal aid applications, providing status checks and enhancing duty counsel services. Legal aid application sites are now functioning in more than 50 courthouse locations. In 2010-11, 73 per cent of decisions on LAO applications were made within one business day, the goal for 2011-12 is 80 per cent.

Low-income residents across the province can also get legal aid help and information toll-free over the phone (in over 120 languages) and on LAO's revised website.

Aboriginal Justice

Throughout 2011-2012 the Ministry of the Attorney General will continue to implement the Aboriginal Justice Strategy, a framework that was developed in consultation with Aboriginal stakeholders and other ministries, aimed at providing equitable, coordinated, and responsive criminal justice services to all Aboriginal people in Ontario.

The Aboriginal Justice Strategy addresses issues such as the over-representation of Aboriginal people as both offenders and victims in the criminal justice system and improves access to justice services.

Ontario currently funds 10 Aboriginal community justice programs in 24 communities across the province, as well as four Gladue Service programs providing services to Aboriginal accused appearing in courts in Toronto, Kitchener-Waterloo, Hamilton region, Sarnia, London, Thunder Bay and Manitoulin Court District.

The government also delivers the Aboriginal Court Worker Program where court workers help Aboriginal accused persons navigate the court process in 48 court sites across the province.

The Ministry of the Attorney General's Aboriginal Law Summer Student Program provides law students who are knowledgeable and experienced with Aboriginal communities, and who have a demonstrated interest in Aboriginal Law, with an opportunity to work on Aboriginal law and policy issues.

This summer Aboriginal law students will be placed in the ministries of: Attorney General; Northern Development, Mines and Forestry; Energy, Infrastructure; Agriculture, Food, and Rural Affairs; Community Safety and Correctional Services; Aboriginal Affairs; and Environment.

Protect the Interests of Victims and Vulnerable People

Services for Victims

Over the next two years, the ministry will provide two million dollars in new funding for Aboriginal women, children and youth who are victims of violence. In this way, Aboriginal communities will be able to serve the needs of more women who are victims of violent crimes.

In February 2011, Ontario announced the launch of a coordinated, multi-pronged approach to combat human trafficking. The ministry is investing a total of $1.75 million in anti-human trafficking initiatives over the next three years. Projects have been launched to help enforce human trafficking laws, vigorously prosecute offenders and ensure victims have the support they need to begin the healing process.

Future projects will be developed in 2011-12 in consultation with members of the justice and victim services' communities and experts from across the province.

The ministry will also fund a community-based Family Court Support Worker Program to deliver services in family courts across Ontario.

The Family Court Support Worker Program will support victims of domestic violence who are starting a family court case, or who have proceedings before the family court. Among other functions, the Family Court Support Workers will:

- Provide the victim with information about the family court process
- Document the history of abuse for the court
- Refer victims to specialized services and support in the community
- Help with safety planning related to court appearances
- Accompany victims to court proceedings, where appropriate.

In 2011-12, the Victim/Witness Assistance Program will continue to provide support and information throughout the court process to the most vulnerable victims and witnesses of crime, including victims of domestic violence, child abuse, sexual assault, and hate crimes, as well as elderly victims and the families of homicide victims. The program is available in all 54 court districts across the province. In 2010-11, 93 per cent of clients were satisfied with the Victim/Witness Assistance Program and the support received during the court process.

The ministry is also responsible for providing administrative support to the Criminal Injuries Compensation Board (CICB), which awards compensation to victims of certain Criminal Code offences. The Board provides a fair, caring and sensitive forum for victims to be heard.

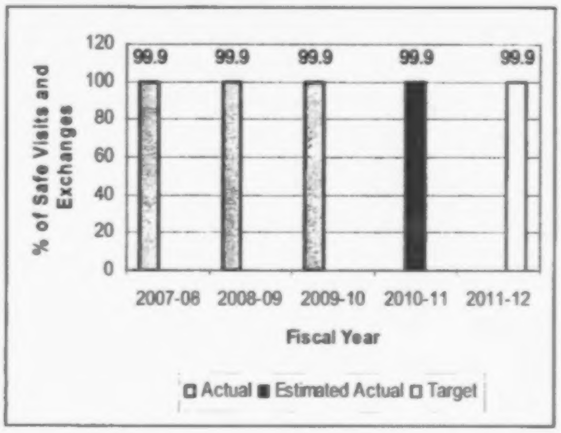
Programs for Vulnerable People

The ministry is committed to protecting Ontario's children and offers a range of services provided by the Office of the Children's Lawyer and the Supervised Access Program.

The government provides transfer payment funding to community-based, non-profit organizations to provide Supervised Access services throughout the province within 52 court districts. The objective of these centres is to provide a safe, neutral and child-focused setting for visits and exchanges between a child and a non-custodial parent or other person, such as a grandparent, in cases where there are concerns about the safety of the child and/or custodial parent.

A key measure that demonstrates the performance of this program is:

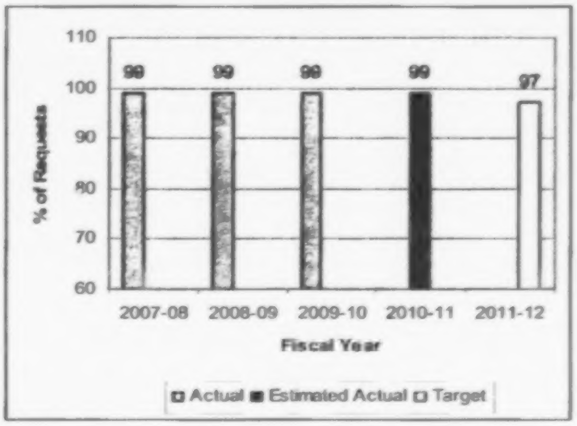
- Percentage of safe visits and exchanges without incident between children and their non-custodial parent in **Supervised Access Centres**



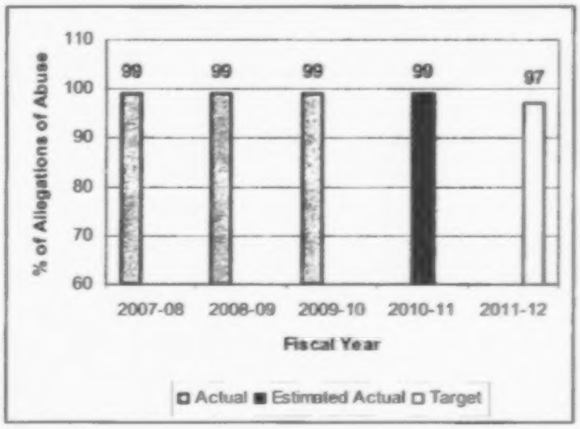
The ministry also provides and supports a wide array of services for vulnerable adults through community, agency and court-based initiatives. This includes decision-making by the Office of the Public Guardian and Trustee for mentally incapable people who have no one else to act on their behalf.

Some measures that demonstrate the performance of this program are:

- Percentage of requests for medical treatment decisions for mentally incapable adults responded to within 24 hours by the **Office of the Public Guardian and Trustee**



- Percentage of allegations of abuse of mentally incapable adults responded to within 24 hours by the **Office of the Public Guardian and Trustee**



The ministry is also responsible for the Ontario Human Rights Code and for the arms-length agencies that administer it. The new human rights system was launched in June 2008, and consists of the Human Rights Tribunal of Ontario, the Ontario Human Rights Commission and the Human Rights Legal Support Centre. The new system reinforces Ontario's leadership in human rights and addresses systemic discrimination.

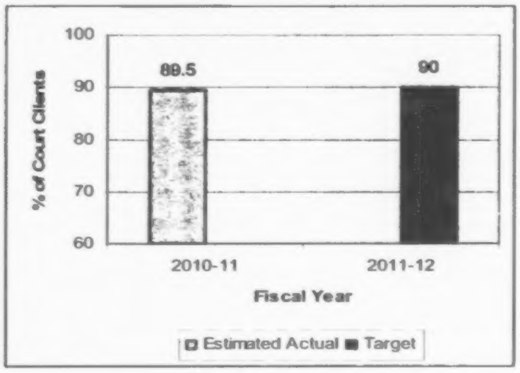
Provide an Efficient Court System

The ministry is responsible for the administration of criminal, family, civil and small claims courts in Ontario. It is committed to providing a modern and professional court service that supports accessible, fair, timely and effective justice. Services include:

- Providing public information at court counters, at information centres and online
- Maintaining court records
- Providing courtroom support for the judiciary
- Managing juries
- Delivering family and civil mediation programs
- Delivering the Mandatory Information Program and Information and Referral Coordinators in family courts
- Enforcing court orders
- Providing administrative support for the appointment of judges and other judicial officials.

Some key measures that show how these services enhance access to justice include:

- Percentage of **court clients** with single filings whose maximum wait time for counter services is 30 minutes



Family Justice

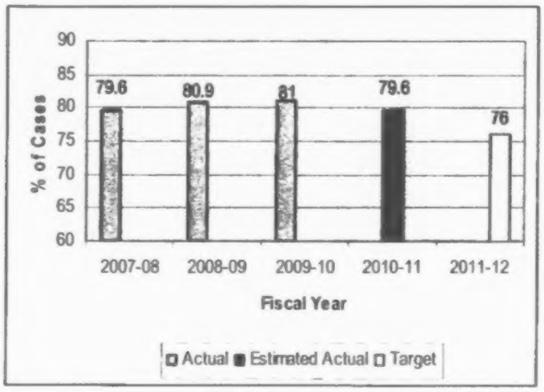
In 2009 the ministry embarked on a plan to provide family justice in a way that is faster, more affordable and less confrontational.

By summer 2011, the following family justice services will be available province-wide:

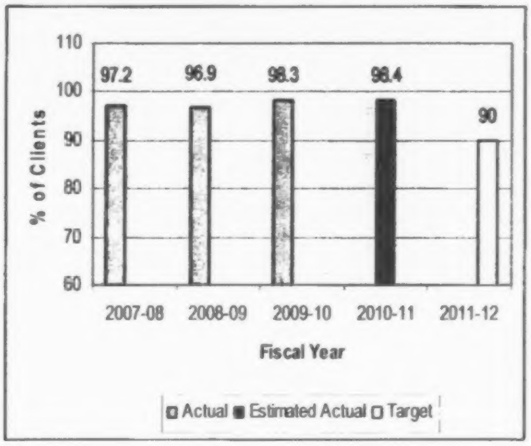
- A Mandatory Information Program that provides information about the effects of separation on children and options other than court that are available to resolve disputes, often faster and for less cost.
- A Family Mediation Service, which can be accessed before a court case starts or during a court case, that helps families identify challenges and work out solutions outside the courtroom.
- Information and Referral Coordinators who function as a point of contact for families as they enter the family court. They help direct and connect potential litigants to services in the community that assist with family breakdown, including counselling and support services and alternatives to litigation.

Some key measures that show the effectiveness of the family justice improvements include:

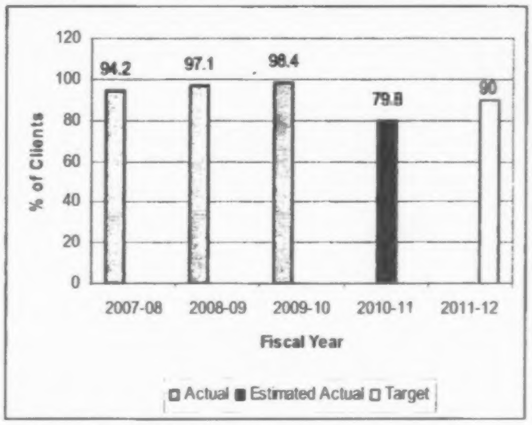
- Percentage of cases that proceeded to **Family Mediation** that reached full or partial settlement



- Percentage of **Family Mediation** clients satisfied with Family Mediation services

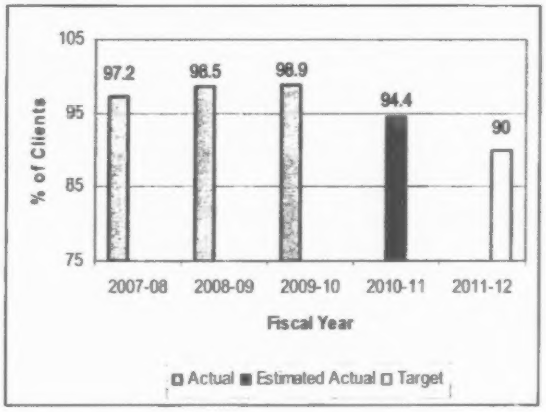


- Percentage of **Family Law Information Centre** clients satisfied with their services



Note: New survey introduced in 2010-11, with revised categories for assessing satisfaction.

- Percentage of **Family Law** clients satisfied with the information received at **Parent Information Sessions**



Integrated Domestic Violence Court

The Ontario Court of Justice is leading the development of a pilot Integrated Domestic Violence Court. The goal is to deliver a holistic and better-informed response to domestic violence. The ministry is working in partnership with the Ontario Court of Justice to develop and implement this program.

The pilot will be based on a "one family – one judge" concept and would allow a single judge to hear one family's criminal and family law cases where the underlying issue is domestic violence. This will enhance communications between family and criminal courts and improve coordination, particularly in domestic violence cases. The pilot will be implemented at the 311 Jarvis Street courthouse in summer 2011.

Courthouse Modernization

Ontario is creating a modern, effective and accessible justice system by funding an accelerated new courthouse construction program and investing in existing courthouses.

The Waterloo Region Consolidated Courthouse held a groundbreaking ceremony in June 2010 and construction is ongoing with completion scheduled for winter 2013. The Thunder Bay Consolidated Courthouse groundbreaking took place on February 24, 2011 and completion is planned for fall 2013. Construction is expected to start for the Quinte Consolidated Courthouse and the St. Thomas Consolidated Courthouse in spring 2011.These projects have been developed in conjunction with the Ministry of Infrastructure, Infrastructure Ontario, and the Ontario Realty Corporation.

In response to the *Civil Justice Reform Report: Summary of Findings and Recommendations,* the ministry has launched a wayfinding initiative to improve access to court services.

The new standards will make courts more user friendly by providing more effective signs and will improve accessibility for all courthouse users. A pilot has been established at the Barrie Courthouse and is expected to be completed in April 2011. Implementation to other locations in each of the ministry's regions is expected to follow.

The ministry continues to work to increase accessibility in Ontario courthouses. In 2009-10 the ministry launched an Accessibility Coordinator function for all full-time court locations. This service will be expanded to satellite and fly-in court locations by spring 2011. In addition, signs informing the public about accessible services and Accessibility Coordinators will be installed in all base courts in spring 2011.

Serve the Public Interest

Through its Legal Services Division, the ministry supports the role of the Attorney General as Chief Law Officer of the Crown. It provides the government with expert legal services, advocacy and representation before tribunals and at all levels of court. The percentage of government clients satisfied with services provided by the Legal Service Division was 90.6 per cent in 2010-11. This satisfaction rate is expected to be similar in future years.

The ministry also oversees the Office of the Legislative Counsel which provides drafting and translation services for bills and regulations and advises on legislative matters. It also provides editorial, database management and desktop publishing services related to bills, statutes and regulations.

In 2010-11, 90 per cent of clients were satisfied with the services received from the Office of the Legislative Counsel. Additionally, 98 per cent of source laws were posted on the e-laws website within two business days.

For more information on the Ministry's programs and services, please contact the Ministry of the Attorney General at 1-800-518-7901 or visit www.attorneygeneral.jus.on.ca

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-2011

The Ministry of the Attorney General is responsible for providing a fair and accessible justice system that reflects the needs of diverse communities across the province. The ministry employs approximately 8,000 staff who:

- Work in criminal, civil, family and small claims courts
- Prosecute crime
- Provide services to victims and vulnerable Ontarians
- Provide legal services to government.

The ministry is guided by three key strategies that support the government priority of Justice and the result to "keep families safe and secure." They are:

- Deliver an Effective Justice System
- Protect the Interests of Victims and Vulnerable People
- Provide an Efficient Court System.

Deliver an Effective Justice System

In 2010-11 the ministry continued to build on Ontario's strong criminal justice system with the appointment of four judges to the Ontario Court of Justice and 10 Justices of the Peace.

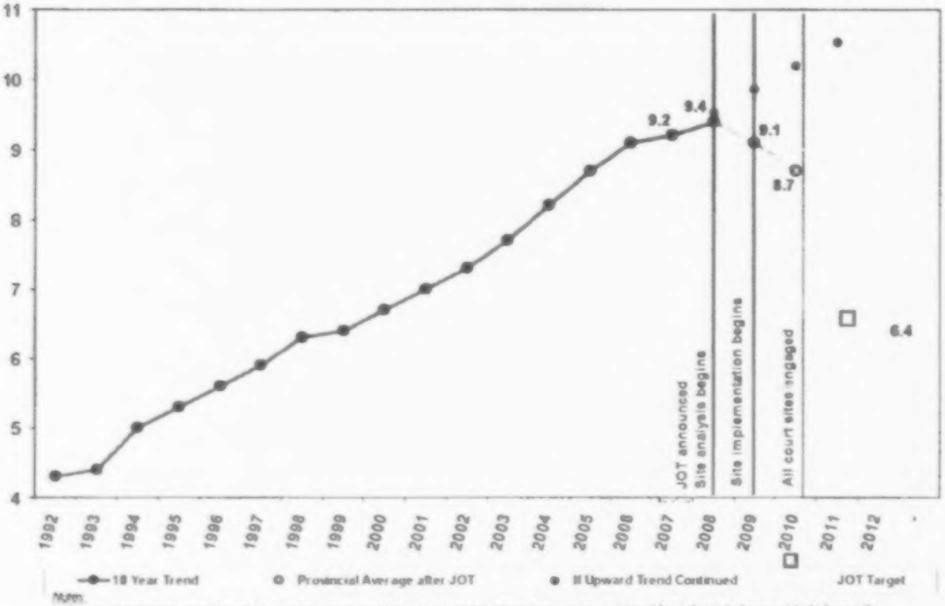
Consolidation & Other Adjustments	35,217,300	(7,269,700)	(17.1)	
Total Including Consolidation & Other Adjustments	**1,587,671,314**	**22,481,000**	**1.4**	

Throughout 2010-11 the ministry and its justice partners continued their efforts to reduce court delay with the Justice on Target strategy. Justice on Target is the province's first results-driven strategy to reduce delay in Ontario's criminal courts.

The strategy sets targets to reduce the provincial average number of days and appearances needed to complete a criminal case by 30 per cent by June 2012. Statistics from January 1 to December 31, 2010 show that province-wide, the average number of appearances needed to complete a criminal charge is now down nearly six per cent since the strategy got underway.

This is the first time in nearly 20 years this figure has started to consistently go down. A positive trend is taking shape. The province-wide average number of days to complete a criminal charge is also down nearly two per cent when the impact of Bench Warrant days[1] is factored out.

Provincial Average Number of Appearances



Notes:
1) The provincial average number of appearances measures the average number of court appearances required for a charge to be completed (disposed)

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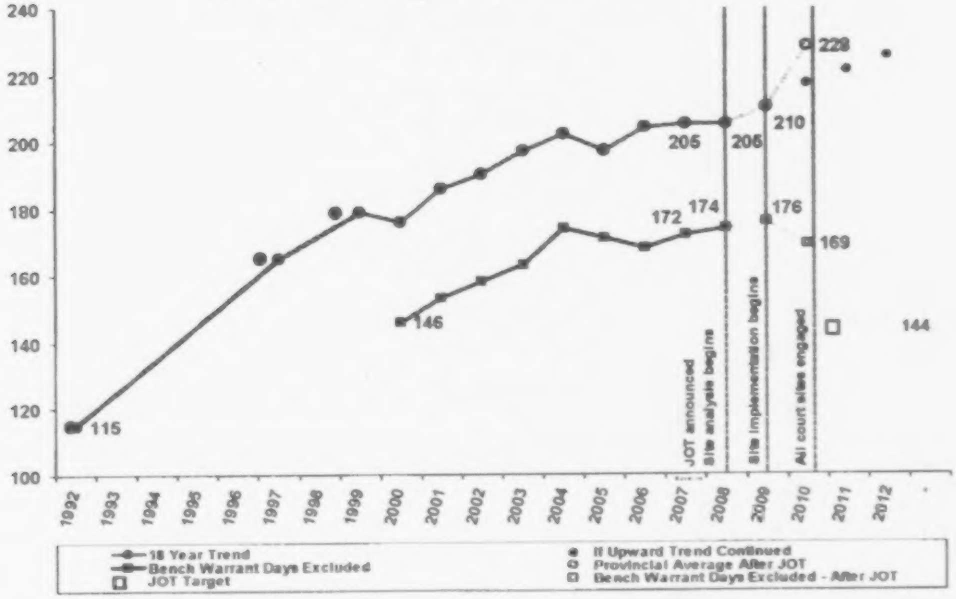
[1] Information about the statistics and the impact of Bench Warrant days is available on the Justice on Target section of the ministry's website.

Provincial Average Days to Disposition



Notes

- The provincial average number of days measures the average number of days required for a charge to be completed (disposed)
- Bench Warrant Days Excluded – does not include bench warrant days, where the charge cannot proceed for some time because the accused is absent from the jurisdiction of the court. Bench warrant days are counted from the date of the appearance where the accused failed to appear and a bench warrant was issued to the first date the charge is brought back to court

Throughout 2010-11 the ministry and its justice partners continued to engage all 57 of Ontario's criminal courts.

In the winter and spring of 2010, 37 small and medium volume court sites were engaged in the Justice on Target strategy through the use of a regional approach. Meetings with the respective regional leaders were held in Sudbury for Northeast Region, Ottawa for East Region, Thunder Bay for Northwest Region, Newmarket for Central East Region, London for West Region and Hamilton for Central West Region.

In early June 2010, Oshawa, Simcoe County (including Barrie, Midland, Collingwood, Bradford and Orillia), Peterborough and Ottawa sites were engaged in the strategy. In late September 2010, the remaining sites, Milton, Hamilton, Thunder Bay, St. Catharines and Welland were engaged.

As of October 1, 2010, at all Ontario Court of Justice criminal courts in the province (including satellite offices) justice participants are working to find better ways of moving cases through the criminal justice system more effectively, all the while respecting their independent roles. As a result of improved processes, Ontario's justice resources are being shifted to priorities such as more serious crime and increased protection of the public.

Initiatives developed or expanded through Justice on Target include:

- Meaningful First Appearances
- Dedicated Prosecution
- Crown Access Commitment
- Streamlined Disclosure
- Appearance Standard
- Increased Availability of Plea Courts
- Direct Accountability
- Enhanced Video Conferencing
- Bail Enhancements
- On-Site Legal Aid and Simplified Online Application Process.

On November 4, 2010, Justice on Target was awarded the gold prize recognizing excellence in public service leadership in the Federal/Provincial/Territorial category of the IPAC/Deloitte Public Sector Leadership Award by a jury of independent experts. The award is a prestigious national award developed by the Institute of Public Administration of Canada (IPAC) and Deloitte International.

Legal Aid Ontario (LAO) has continued to collaborate with the Ministry of the Attorney General in the Justice on Target strategy to reduce delays in court by 30 per cent.

In 2010-11, the ministry continued to work closely with LAO to place legal aid application offices in courthouses across Ontario and develop a new, streamlined online application process for quick, one-stop legal aid applications.

Currently, onsite Legal Aid Ontario offices are in almost 50 courthouses across the province, representing more than 90 per cent of criminal court matters in Ontario, allowing accused persons to apply immediately for legal aid. Additional sites may be added in the future. The ministry and LAO will continue to examine ways of expanding the use of the online application process during 2011-12.

In 2009, Ontario announced an additional investment of $150 million over four years in Legal Aid Ontario, increasing Legal Aid Ontario's base funding by $60 million a year by 2012.

As part of the transformation, Legal Aid Ontario announced in September 2010 that it had established six Family Law Service Centres. These centres provide certificate services through staff lawyers, summary legal advice, as well as document preparation, referral to duty counsel, advice counsel, mediation services, or other services as appropriate. The centres act as one-stop resources for clients seeking information, support and family legal services, and each client is provided with a focused intervention to determine how Legal Aid Ontario can help. In the remaining areas of the province, Legal Aid Ontario is a key partner in expanding family services province-wide, including the provision of increased duty counsel.

Legal Aid Ontario has begun transitioning the payment model for criminal lawyers from hourly rates to block fees to promote early resolution and systemic efficiency, reward highly competent quality lawyers, reduce red tape, and improve predictability of LAO payments. LAO has also established a Major Case Management Office to help improve oversight on big criminal cases and enhance LAO's capacity to take on cases.

Protect the Interests of Victims and Vulnerable People

During 2010-2011, Ontario announced the remaining grant recipients of the Aboriginal Victims Support Grant Program which awarded $2 million in grants to 20 community-based projects to help First Nations, Inuit and Métis victims of crime in 19 communities.

The Civil Remedies Grant program enables money to be taken out of the hands of wrongdoers for use to assist victims and police services. In 2010-11 the Attorney General awarded $2.5 million in grants to 41 police services across Ontario for a number of projects to assist victims and help prevent unlawful activity that results in victimization.

In February 2011, Ontario launched a coordinated, multi-pronged approach to combat human trafficking to help enforce human trafficking laws, vigorously prosecute offenders and ensure victims have the support they need to begin the healing process. The Ministry committed $250,000 in 2010-11 for projects being launched immediately.
In 2010/11, the Victim/Witness Assistance Program provided services to 86,045 people in Ontario. The program provides support and information throughout the court process to the most vulnerable victims and witnesses of violent crime.

The ministry is responsible for the administration of the Criminal Injuries Compensation Board (CICB), which awards compensation to victims of violent crime. With the support of the ministry, by March 31, 2010 the Board's backlog was effectively eliminated.

Provide an Efficient Court System

Family Justice

On March 1, 2010, new provisions under the Family Statute Law Amendment Act, 2009, took effect to better protect and support Ontario's children and families in times of family breakdown and distress.

In order to improve access to justice and reduce stress on families in times of family breakdown, the ministry is implementing further changes to the family justice process based on the following four pillars of reform:

- Providing more information to families up front about the steps they need to take and the impact on children when relationships break down
- Enhancing opportunities to identify issues, ensure early disclosure and provide community referrals to better support families in reaching resolutions
- Improving access to legal advice as well as less adversarial means of resolving issues such as mediation and
- Streamlining and simplifying the steps involved for those cases that must go to court.

In June 2010, the Mandatory Information Program was introduced in Milton and Brampton. As a result, more families are now able to learn about the options available to them to resolve their disputes and build brighter futures for their children.

Since June 2010 more than 2,000 people have already attended these sessions, where the effects of separation and divorce on families and children, legal issues and alternatives to litigation are discussed.

In September 2010, the ministry announced that the Mandatory Information Program was expanding to the 17 Family Court branches of the Superior Court of Justice so thousands more families would benefit from improvements to Ontario's family courts. The Mandatory Information Program will be available in these Family Courts by April 2011 and the remainder of the courts will have the program by summer 2011.

In December 2010, the ministry announced the expansion of family services province-wide. Since 1999, these services have been available in only 17 communities in Ontario. By summer 2011, Ontario courts that hear family cases will have the Mandatory Information Program, a Family Mediation Service that helps families identify challenges and work out solutions outside the courtroom, which saves parents money, and an Information and Referral Coordinator who will refer families to community agencies that can help them resolve challenges earlier and at less cost.

Civil Justice

In 2010-11, as a result of civil justice reforms to the system making it faster and more affordable for people and businesses to use Ontario's civil courts, the Superior Court of Justice dealt with 12,475 fewer civil actions, a 17 per cent decrease from 2009. The Small Claims Court dealt with 6,400 more actions, a 10 per cent increase from 2009. Cases have moved to the faster and more affordable system, which means people can settle their disputes faster and at less cost.

Ontario Court Forms Assistant

In May 2010, the ministry introduced the Ontario Court Forms Assistant, an online tool that helps users complete the most commonly used family and small claims court forms.

As of March 1, 2011, the site has received more than 113,000 visits. Over 35,000 Small Claims Court forms and over 35,000 Family Court forms have been completed or partially completed online.

Courthouse Modernization

Throughout 2010-11 Ontario continued to work towards creating a modern, effective and accessible justice system by funding an accelerated new courthouse construction program and investing in existing courthouses.

The new Durham Region courthouse was officially opened in October 2010, consolidating Superior Court and Ontario Court of Justice services that were previously delivered from eight different court sites. The courthouse was awarded the Leadership in Energy and Environmental Design (LEED) gold certification.

The Sioux Lookout satellite courthouse was also officially opened in October 2010, improving access to justice for the local community and surrounding area. Many accessible features have been incorporated into the building including barrier free entrances and special equipment in the courtroom for people with hearing impairments. Wayfinding signage is available in Oji-Cree. The facility achieved Leadership in Energy and Environmental Design (LEED) silver certification which includes strict regulations for energy management and conservation.

The Waterloo Region Consolidated Courthouse held a groundbreaking ceremony in June 2010 and construction is ongoing with completion scheduled for spring 2013. The Thunder Bay Consolidated Courthouse groundbreaking took place February 24, 2011 and completion is planned for fall 2013.

Serve the Public Interest

The Office of the Independent Police Review Director is a civilian agency responsible for receiving, managing and overseeing all public complaints against police in Ontario. This includes municipal and regional police services and the Ontario Provincial Police. Since the OIPRD opened in October 2009, it has received over 4,500 complaints, including approximately 400 complaints in relation to incidents during the G20 Summit in Toronto.

In July 2010, the OIPRD announced that it was conducting a review of issues surrounding public complaints against police during the G20 Summit in Toronto. The review is examining the systemic issues related to allegations of unlawful searches, unlawful arrests, improper detention and issues related to the temporary holding facility during the G20. A final report is expected in late fall 2011.

In August 2010, the responsibility for the Alcohol and Gaming Commission of Ontario was transferred to the Ministry of the Attorney General.

In January 2011, the transfer of social justice tribunals to the Ministry of the Attorney General took place. This is the second group of adjudicative agencies to be grouped together following the successful clustering of Environment and Land Tribunals Ontario in 2010.

The creation of the social justice tribunals cluster is part of the government's ongoing efforts to ensure adjudicative tribunals best serve the public by being accountable, transparent and efficient in their operations. This group of agencies includes:

- The Child and Family Services Review Board
- The Custody Review Board
- The Human Rights Tribunal of Ontario
- The Landlord and Tenant Board
- The Social Benefits Tribunal
- The Special Education Tribunals (French and English)

Legislation

In 2010-11, the ministry introduced a number of pieces of legislation aimed at serving the public interest.

In October 2010, the government introduced the Good Government Act, 2011; it received Royal Assent on March 30, 2011. The Act brings together items from several ministries. It is centered on the goals of the province's Open for Business initiative. Items include modernization, and some housekeeping and technical amendments.

The Accounting Profession Act, received Royal Assent on May 18, 2010. This legislation clarifies the authority of the three accounting bodies, the Institute of Chartered Accountants of Ontario, the Certified General Accountants Association of

Ontario and the Society of Management Accountants of Ontario, to govern their members, while increasing accountability to the public for their work.

The Ticket Speculation Act, was introduced in April 2009 and received Royal Assent December 8, 2010. The act prohibits related primary and secondary ticket sellers from selling tickets to the same event, helping to ensure that Ontario consumers have fair access to tickets for their favourite concerts, sporting events and theatrical performances.

The Election Statute Law Amendment Act received Royal Assent on May 18, 2010. The act further modernizes Ontario provincial elections by making them fairer, more flexible and more accessible.

The Members' Integrity Amendment Act, 2010 also received Royal Assent on May 18, 2010. This legislation amends the Members' Integrity Act, 1994 to modernize the code of conduct that governs members of the Legislative Assembly and to strengthen the Integrity Commissioner's authority to enforce the code of conduct.

Building on recommendations made during fall 2009 by the Information and Privacy Commissioner, Ontario put forward proposed amendments to the Juries Act, as part of the Good Government Act, 2009. The Juries Act was proclaimed on June 30, 2010. The Act creates a clear and transparent process for screening prospective jurors who are ineligible because of a prior criminal conviction.

Table 1: Ministry Expenditures 2010/11

	Ministry Actual Expenditures 2010/11($)
Operating	1,513,879,500
Capital	197,673,000

Interim Outlook 2010/11, The Ministry of the Attorney General (Excludes Consolidations) (Restated)

Table 2: Staff Strength as of March 31, 2010

Staff Strength (as of March 31, 2010)*	7,627.21

* *Human Resources - MAG*

Cabinet Office

Ontario

Published Results-based Plan 2011-12

Cabinet Office

ISSN # 1718-6137

Ce document est disponible en français

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Note: Only applicable tables are included.

CABINET OFFICE

MINISTRY SUMMARY

Cabinet Office

The Cabinet Office is the Premier's Ministry. It provides the Premier and his Cabinet with advice and analysis to help the government achieve its priorities.

To make this happen, Cabinet Office:
- Manages how the government makes decisions;
- Works with Ministries to coordinate policy, communications and intergovernmental strategy;
- Monitors government strategies and supports implementation and delivery of results;
- Provides advice on matters of protocol, international priorities as well as democratic institutions of government;
- Provides administrative support to the Office of the Premier and the Office of the Government House Leader;
- Liaises with the Lieutenant Governor's Office; and
- Provides support to the Office of the Premier, the Office of the Government House Leader, and the Ministry, including human resource, finance, operations and information technology services.

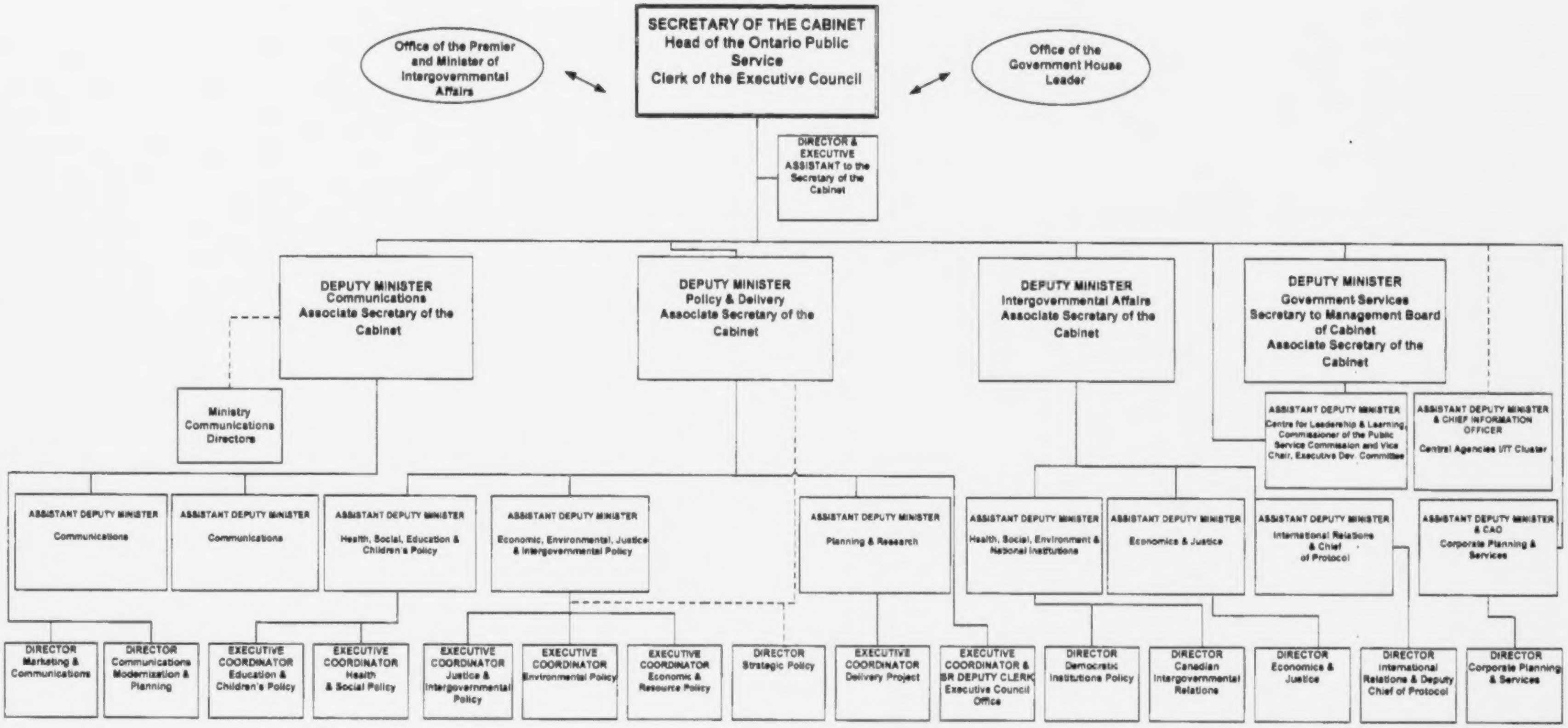
Intergovernmental Affairs

Intergovernmental Affairs provides strategic advice and tactical support to the Premier, the Minister and Cabinet on intergovernmental issues across Canada and relevant international issues around the world.

Government House Leader's Office

The Government House Leader's Office provides leadership for the implementation of the government's legislative agenda.

Ministry Organization Chart


SECRETARY OF THE CABINET
Head of the Ontario Public Service
Clerk of the Executive Council
Office of the Premier and Minister of Intergovernmental Affairs
Office of the Government House Leader
DIRECTOR & EXECUTIVE ASSISTANT to the Secretary of the Cabinet
DEPUTY MINISTER Communications Associate Secretary of the Cabinet
DEPUTY MINISTER Policy & Delivery Associate Secretary of the Cabinet
DEPUTY MINISTER Intergovernmental Affairs Associate Secretary of the Cabinet
DEPUTY MINISTER Government Services Secretary to Management Board of Cabinet Associate Secretary of the Cabinet
Ministry Communications Directors
ASSISTANT DEPUTY MINISTER Centre for Leadership & Learning, Commissioner of the Public Service Commission and Vice Chair, Executive Dev. Committee
ASSISTANT DEPUTY MINISTER & CHIEF INFORMATION OFFICER Central Agencies I/IT Cluster
ASSISTANT DEPUTY MINISTER Communications
ASSISTANT DEPUTY MINISTER Communications
ASSISTANT DEPUTY MINISTER Health, Social, Education & Children's Policy
ASSISTANT DEPUTY MINISTER Economic, Environmental, Justice & Intergovernmental Policy
ASSISTANT DEPUTY MINISTER Planning & Research
ASSISTANT DEPUTY MINISTER Health, Social, Environment & National Institutions
ASSISTANT DEPUTY MINISTER Economics & Justice
ASSISTANT DEPUTY MINISTER International Relations & Chief of Protocol
ASSISTANT DEPUTY MINISTER & CAO Corporate Planning & Services
DIRECTOR Marketing & Communications
DIRECTOR Communications Modernization & Planning
EXECUTIVE COORDINATOR Education & Children's Policy
EXECUTIVE COORDINATOR Health & Social Policy
EXECUTIVE COORDINATOR Justice & Intergovernmental Policy
EXECUTIVE COORDINATOR Environmental Policy
EXECUTIVE COORDINATOR Economic & Resource Policy
DIRECTOR Strategic Policy
EXECUTIVE COORDINATOR Delivery Project
EXECUTIVE COORDINATOR & SR DEPUTY CLERK Executive Council Office
DIRECTOR Democratic Institutions Policy
DIRECTOR Canadian Intergovernmental Relations
DIRECTOR Economics & Justice
DIRECTOR International Relations & Deputy Chief of Protocol
DIRECTOR Corporate Planning & Services

CABINET OFFICE

Table 1: Ministry Planned Expenditures 2011-12 ($M)

Operating	**27,299,714**
Capital	**--**
TOTAL	**27,299,714**

Table 2: Operating and Capital Summary by Vote

The Cabinet Office is the Premier's Ministry. It provides the Premier and his Cabinet with advice and analysis to help the government achieve its priorities.

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	%	Estimates 2010-11 $	Interim Actuals 2010-11* $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Cabinet Office Program	27,235,700	(1,674,000)	(5.8)	28,909,700	28,379,986	29,530,303
Total Including Special Warrants	27,235,700	(1,674,000)	(5.8)	28,909,700	28,379,986	29,530,303
Less: Special Warrants	--	--	--	--	--	--
Total Operating Expense To Be Voted	**27,235,700**	**(1,674,000)**	**(5.8)**	**28,909,700**	**28,379,986**	**29,530,303**
Special Warrants	--	--	--	--	--	--
Statutory Appropriations	64,014	--	--	64,014	64,014	13,164
Ministry Total Operating & Capital Expense	**27,299,714**	**(1,674,000)**	**(5.8)**	**28,973,714**	**28,444,000**	**29,543,467**

*Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

APPENDIX:

2010-11 Interim Actuals

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11*
Operating	**28,444,000**
Capital	**--**
Staff Strength (as of March 31, 2011)	**235**

*Interim actuals reflect the expenditures presented in the 2011 Ontario Budget.

Children and Youth Services

Ontario

Published Results-based Plan 2011-12

Ministry of Children and Youth Services

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Ministry of Children and Youth Services Overview

Introduction

Ontario is home to more than 2.8 million children and youth. This highly diverse and talented group of young people are the key to Ontario's future success and prosperity. They all deserve the opportunity to realize their full potential and become active, productive members of our community. The Ministry of Children and Youth Services (MCYS) is committed to improving how services are provided to Ontario's young people and their families by focusing on improving outcomes and a better service experience.

The majority of ministry funding flows as transfer payments to agencies to provide services on behalf of the government. The ministry also directly operates nine facilities (seven in the youth justice system and two child and youth mental health centres) as well as 64 probation offices across Ontario.

The Ministry of Children and Youth Services funds and/or provides:

- early identification and intervention services for young children and their families,
- child care licensing,
- financial support for families through the Ontario Child Benefit,
- intensive behavioural intervention services and applied behaviour analysis-based services and supports for children and youth with autism spectrum disorders and respite, residential, rehabilitative and transition supports to children with special needs including autism,
- child and youth mental health services,
- opportunities and supports through summer job programs to help at-risk youth to make positive choices,
- protection services and support for children who are, or are at risk of, being abused or neglected, including placement for adoption, and
- community and custodial programs for youth in, or at risk of, conflict with the law, aged 12 to 17 at the time of the offence.

Ministry Vision

The Ministry of Children and Youth Services' vision is an Ontario where all children and youth have the best opportunity to succeed and reach their full potential.

Ministry Mandate

The ministry works with community partners, other ministries, agencies, and municipalities to fund or provide:

- early identification and intervention services for young children and their families,
- child care licensing,
- financial support through the Ontario Child Benefit,

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- Intensive Behavioural Intervention services and applied behaviour analysis-based services and supports for children and youth with autism spectrum disorders, and respite, residential, rehabilitative and transition supports to children with special needs including autism,
- child and youth mental health supports,
- opportunities and supports such as summer job programs for at-risk youth to help them make positive choices,
- protection services for children who are, or are at risk of, being abused, and
- community and custodial programs for youth aged 12 to 17 at the time of the offence.

In 2011-12, the ministry's key priorities include:

- integration of early identification and intervention supports and services for parents and infants and young children so they can access them in a more co-ordinated, timely and efficient way,
- preventing youth from coming in conflict with the law,
- the mental health and well being of children and youth as envisaged in A Shared Responsibility: Ontario's Policy Framework for Child and Youth Mental Health,
- delivery of mandated services including child protection and youth justice services,
- working with the government-appointed Commission to Promote Sustainable Child Welfare and children's aid societies to promote financial sustainability and improve outcomes for the children, youth and families who receive child protection services,
- delivery of a range of services and supports to children with Autism Spectrum Disorders, and their families,
- delivery of programs and services to help children with special needs and their families,
- policy and programs to meet the government's commitment to reducing child poverty,
- development of a youth policy framework that will help families, service providers and decision makers to better understand how young people grow and develop and what they need to succeed along the way, and
- providing employment opportunities for at-risk youth to make positive choices.

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Ministry Programs and Services: Summary

The following programs and services are delivered through the Ministry of Children and Youth Services:

Healthy Child Development
- Healthy Babies Healthy Children
- Early Years Community Support

Children and Youth at Risk
- Child Protection Services
- Child Protection Transformation Fund
- Child and Youth Mental Health
- Youth Justice Services

Specialized Services
- Children's Treatment and Rehabilitation Services
- Autism

Ontario Child Benefit
- Ontario Child Benefit
- Ontario Child Benefit Equivalent

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Key Activities

Healthy Child Development

Healthy Babies Healthy Children

The Healthy Babies Healthy Children Program provides screening for pregnant women and every new mother and baby, offers information on child development and parenting to families with newborns and provides extra support to those families who need it. The ministry will strengthen the program in 2011-12 through an enhanced screening tool and best practice guidelines for the home visiting component of the program.

In 2011-12, the ministry will invest $86.5 million in the Healthy Babies Healthy Children Program.

Early Years Community Support

The ministry supports early healthy child development through:
- the Infant Hearing Program, which identifies babies with permanent hearing loss and provides language development services and family support during the preschool years for deaf or hard-of-hearing children,
- Preschool Speech and Language Programs that identify, treat and support children with a communication disorder,
- early intervention programs that provide services for children who are blind or have low vision, and
- the Infant Development Program, which provides early intervention, transition planning and home visiting services for children up to age 5 with, or at risk of, developmental delays.

Working with the Ministries of Education and Health and Long-Term Care, the ministry will develop strategies to improve speech and language services for children and youth in 2011-12.

The ministry is working on a policy framework to help guide its plans to establish Best Start Child and Family Centres in communities across Ontario - a key recommendation of Dr. Charles Pascal, the government's advisor on early learning. These centres will provide parents with easy access to services that support early child development and to community-based resources such as family counselling, community centres and language services for newcomers. The framework is expected to be completed by summer 2011.

Ontario's Student Nutrition Program will continue to provide nutritious meals and snacks to children and youth – especially those in high-needs neighbourhoods – so they are ready to learn in school. In 2010, the program served an estimated 600,000 kids across Ontario.

As a key participant in the Children's Health Partnership Strategy, the ministry will continue to work with the private sector and other ministries – including Health Promotion and Sport, Education, Health and Long-Term Care and Environment – to promote better health for children.

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The ministry will continue to support 107 Ontario Early Years Centres and a number of satellite centres. These centres offer informal and formal programs and services, such as parenting and nutrition workshops.

In 2011-12, the ministry will invest $192.8 million in Early Years Community Support.

Child Care

Responsibility for child care was transferred from the Ministry of Children and Youth Services to the Ministry of Education in 2010-11. The ministry remains responsible for licensing and inspecting approximately 4,800 child care centres and 135 private-home day care agencies in Ontario.

Children and Youth at Risk

Child Protection Services

Ontario's child protection services help children and youth who have been, or are at risk of being, abused or neglected, grow up in safe, stable, caring environments. Fifty-three children's aid societies (CASs), including six Aboriginal CASs, protect children and help place them for adoption.

The ministry provides children's aid societies with practice standards and tools to assess the risk to a child's safety and match their response to the needs of the child and family. An emphasis is placed on permanency planning for children and youth and resolving child protection cases outside the courtroom through alternative dispute resolution.

In 2011-12, the ministry will keep working with the Commission to Promote Sustainable Child Welfare to transform the child protection system. This includes managing the CAS amalgamation process, modernizing the funding model for CASs, implementing expenditure management procedures and streamlining administrative demands on CASs. The ministry will also support CASs as they work to improve accountability and outcomes for children.

The ministry will continue development of the Child Protection Information Network (CPIN), part of the government's plan to modernize the child protection system so vulnerable kids and their families can continue to get the services they need. CPIN will provide all children's aid societies with the information they need in one place. It will help agencies more easily manage case files and finances, share information with each other and make decisions for the children they serve.

In order to provide more stability to youth in care that are not adopted, the ministry will encourage agreements between young people and their foster parents so they can stay in the home past age 18. It will also help young people access available financial support to pursue and complete postsecondary education and training.

In 2011-12, the ministry will invest approximately $1.5 billion in Child Protection Services.

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Expert Panel on Infertility and Adoption

The ministry will continue to examine the recommendations made by the Expert Panel on Infertility and Adoption to make fertility treatment and adoption more accessible and affordable. It will also continue its efforts to increase adoptions in Ontario and the number of stable, permanent homes for Crown wards

In April 2011, the ministry introduced amendments to the Child and Family Services Act that, if passed, along with other changes, would make it easier for prospective parents to adopt a child and offer more support for youth in care to transition to adulthood.

Child Poverty

Ontario's first-ever poverty reduction strategy, Breaking the Cycle, is focused on improving opportunities for children and their families. The strategy, released in December 2008, sets a target of reducing child poverty by 25 per cent over five years.

In 2011-12, year three of the strategy, the government will release a comprehensive Mental Health and Addictions Strategy and the Social Innovation Strategy.

The Mental Health and Addictions Strategy will initially focus on improved access to high quality services for children and youth through reduced wait times and person-centred care. The strategy will also focus on building a strong foundation for sustainable system transformation.

The Social Innovation Strategy is a multi-phase plan to help social enterprise innovators access business tools and supports. The first phase of the strategy will see existing programs for business start-ups extended to social innovators such as not-for-profit organizations and agencies serving low-income people. A social innovation summit will be held to bring provincial, national and international experts together to share and develop ideas.

Measuring progress and communicating results to Ontarians is an important part of the poverty reduction strategy. The ministry will continue to implement the strategy in 2011-12 and will report on progress in the third annual report, to be released in December 2011.

Ontario Child Benefit

The Ontario Child Benefit (OCB) – the centrepiece of the government's poverty reduction strategy – is a non-taxable benefit that helps low-income families provide for their children. Low-income families who qualify receive up to a maximum of $1,100 per child per year. To be considered for the benefit, individuals need to file their annual income taxes and register their child for the Canada Child Tax Benefit. In 2011-12, the OCB will help more than one million kids and their families.

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The ministry also provides funding equivalent to the maximum OCB to children and youth in the care of children's aid societies. This funding helps provide supports such as tutoring, skills building and recreational programs to all children and youth in care. Older youth also participate in a savings program to help them prepare for independence and the transition to adulthood. These youth will have access to their savings when they leave care.

The ministry will invest $935.9 million in the OCB in 2011-12.

Youth Policy Framework

The Review of the Roots of Youth Violence Report, released in 2008, called on the government to develop a guide to improve youth-serving programs across all levels of government and across all sectors.

In 2011-12, the ministry will continue consulting with youth and youth experts to help in the development of a Youth Policy Framework. To ensure the thoughts and ideas of young people are captured in the framework, the ministry has established a Youth Development Committee, made up of 25 young Ontarians with different backgrounds and lived experiences. The framework will help those who support youth in their daily lives – including parents, community leaders, service providers and decision-makers – better understand what young people need to reach their full potential.

Child and Youth Mental Health

The ministry will continue working in 2011-12 to create a mental health system that delivers the right services and supports to children and youth when they need them, as close to home as possible. Mental health services for children and youth are delivered through more than 260 child and youth mental health agencies, 17 hospital-based outpatient programs, two directly-operated child and youth mental health centres and on-site clinical supports at seven directly-operated secure custody/detention facilities for youth in conflict with the law.

The ministry will be investing in a comprehensive Mental Health and Addictions Strategy, addressing children and youth first. The strategy will focus on strengthening services for children and youth, creating a more integrated and responsive system and building awareness and capacity within the education system to support students and their families.

The ministry will invest $573.5 million in Child and Youth Mental Health in 2011-12.

Youth Justice Services

The goals of youth justice services are to reduce re-offending, contribute to community safety and prevent youth crime through rehabilitative programming, holding youth accountable and creating opportunities for youth at risk. By helping youth make better choices and lessening the likelihood they will re-offend, Ontario is making communities safer while giving youth a better opportunity to succeed.

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The ministry will continue to support a broad range of evidence-informed community programs, ranging from diversion to reintegration of youth from custody. In 2010-11, trends of reduced use of custody continued, with more youth being diverted from the formal court process for less serious offences and more youth being referred to appropriate alternative to custody programs/interventions. The majority of youth in conflict with the law received service/supervision in the community including diversion, rehabilitation, probation and supports for mental health issues. Youth who are placed in custody and detention facilities have the opportunity to participate in rehabilitative programs that will help them develop the skills they need to achieve success in the community. Programs include skills development, substance abuse counselling, life skills programs and anger management.

In 2011-12, the ministry will continue to strengthen the youth justice service system to improve and report on outcomes for youth. Priorities include expanding evidence-based programming and support for youth at its facilities and using a strengths-based approach to probation care management.

Youth Opportunities Strategy

The Youth Opportunities Strategy, part of Ontario's Poverty Reduction Strategy, helps at-risk youth ages 15 to 18 reach their full potential and achieve individual success. The strategy includes the Summer Jobs for Youth Program and the Youth in Policing Initiative.

Youthconnect.ca, the ministry's website targeted to young people, will continue to provide information about these programs and other resources available to youth in Ontario.

The ministry will invest over $357.9 million in youth justice services in 2011-12, which includes a broad range of community-based and direct and transfer payment operated custodial programs, services to reduce re-offending and the Youth Opportunities Strategy.

Residential Services

Children and youth may come into residential care through a court order for child protection or as a result of being in conflict with the law. Other children may require residential care due to developmental and physical challenges, medically-fragile conditions, behavioural difficulties, psychiatric disorders or substance abuse.

Residential care is provided through group or foster care settings. In 2010-11, the ministry continued to fund more than 4,900 beds in 545 group homes, 12,000 beds in more than 8,200 foster homes, and approximately 1,200 beds for youth in conflict with the law.

The Provincial Transition Planning Framework for Young People with Developmental Disabilities – developed by the Ministries of Children and Youth Services and Community and Social Services – will help young people with developmental disabilities and their families make important decisions about their transition from children services to adult services in a manner that promotes social inclusion, greater self-reliance and independence.

Services and Supports for Aboriginal Children and Youth

The ministry will continue to meet the unique needs of Aboriginal young people living on- and off-reserve across Ontario. It will continue to fund the Aboriginal Healthy Babies Healthy Children Program, the Aboriginal Fetal Alcohol Spectrum Disorder and Child Nutrition Program, the Akwe:go and Wasa-Nabin Urban Aboriginal Programs and community-based programs for Aboriginal youth in conflict with the law.

John Beaucage, a former Grand Council Chief of the Anishinabek Nation and Aboriginal Advisor to the Minister of Children and Youth Services, will guide discussions with Aboriginal leaders and front-line service providers on child welfare issues and will continue to provide advice to the minister on Aboriginal child welfare policy matters.

An April 2011 summit at the Fort William First Nation near Thunder Bay – hosted by the ministry and Mr. Beaucage – will help the ministry continue to focus on providing services that best meet the needs of Aboriginal children and youth.

The ministry will also continue to work with a number of Aboriginal service providers seeking designation as Aboriginal Children's Aid Societies.

Specialized Services

Children's Treatment and Rehabilitation Services

Children's Treatment Centres (CTCs) provide rehabilitation services to children and youth up to 19 years of age with physical and/or developmental disabilities, chronic illness and/or communication disorders. CTCs provide core rehabilitation services including physiotherapy, occupational therapy and speech and language therapy. A variety of other services and clinics – such as autism, preschool speech and language, respite and developmental programs – are offered depending on local needs and the mix of providers in each community.

There are 21 CTCs in Ontario, 20 of which are funded by the Ministry of Children and Youth Services. Holland Bloorview Kids Rehabilitation Hospital is funded by the Ministry of Health and Long-Term Care because it provides in-patient services. According to the Ontario Association of Children's Rehabilitation Services (OACRS), CTCs serve approximately 60,000 children each year.

In 2010, the ministry announced an additional $9 million in annual base funding for the 20 CTCs to provide more services for children and youth on waiting lists. OACRS estimated this new funding would benefit an additional 3,600 children and youth with special needs each year.

The ministry will continue to fund respite services for families with children who are medically-fragile, technology-dependent or who have multiple special needs. Services are provided in the family home or in a setting outside the home, such as a group home.

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The ministry is working with the Ministry of Education and the Ministry of Health and Long-Term Care to review the School Health Support Program, a program that helps kids with special needs attend school. The ministry is also working with the Ministry of Community and Social Services to improve transition planning for young people with developmental disabilities.

In 2011-12, the ministry will invest $109.3 million in Children's Treatment and Rehabilitation Services, including $91.4 million in ongoing funding for CTCs.

Services and Supports for Children and Youth with Autism Spectrum Disorders (ASD)

Ontario supports specialized services and supports for children and youth with Autism Spectrum Disorders (ASD) and their families. Since July 2005, children with a diagnosis considered to be towards the severe end of the autism spectrum have been eligible to receive intensive behavioural intervention (IBI) services delivered through the Autism Intervention Program (AIP) regardless of their age. To address the growing demand for these services, the ministry has been working with parents, experts and service providers to plan a broader range of services and supports to meet the needs of children and youth with ASD.

A range of new Applied Behaviour Analysis (ABA)-based services will be available starting in late spring 2011, and are expected to benefit approximately 8,000 children and youth with ASD annually. These services will help children and youth with ASD become more independent, develop communication, social and daily living skills, and cope better in school.

Parents want to know how their children are progressing and that they are receiving the treatment and services that best meet their needs. That is why the ministry will be establishing an ASD clinical expert committee by fall 2011 to advise the government on effective interventions, emerging research and best clinical practices. The committee will promote transparency in clinical decision-making and will help ensure that kids with ASD get the right supports at the right time.

To promote even greater transparency, beginning in fall 2011, if a family is not satisfied with a decision related to their child's eligibility for, or discharge from, IBI services, they will be able to request an independent review. This will reassure parents that decisions affecting their children are fair and objective.

The ministry will expand existing supports for parents of children with ASD. More training and support will be offered to parents so they can incorporate strategies into daily activities at home and further develop the skills their kids are learning at school and/or in a program delivered by an autism service provider. Parents will also have more access to resource materials and information about the full range of services and supports for children and youth with ASD. This additional training and support will help parents better address the needs of their children and also help to reduce family stress.

Twelve Ontario colleges offer the Graduate Certificate Program in Autism and Behavioural Science. This program continues to increase the pool of qualified therapists to work in the Autism Intervention Program, the education sector and other children's agencies. As of March 2010, 573 students had graduated from the program.

The ministry will continue to work with the Ministry of Education to implement Connections for Students, a program that establishes transition teams to support children leaving the Autism Intervention Program and starting or continuing in a publicly-funded school. As part of Ontario's School Support Program, approximately 185 autism consultants will continue working in publicly-funded schools to help teachers and staff better understand and respond to the learning and social needs of children and youth with autism.

The ministry will continue to provide funding to help children and youth with autism attend March Break programs and summer camps. Kids enjoy making new friends, learning new skills and participating in fun activities such as swimming, arts and crafts, bowling, skating and music. In 2011-12, the ministry will also continue funding respite services for families caring for a child with autism.

The ministry will invest $192.5 million in services for children and youth with ASD in 2011-12.

Capital Investments in Social Service Facilities

Investing in infrastructure is a critical part of Ontario's plan to restore growth, save and create jobs in the short term, and build foundations for the future.

In 2011-12, the ministry will invest $15.5 million to help social service agencies better serve children, youth and their families. Projects will include expansions and renovations that will improve security, accessibility and energy efficiency at agency facilities that deliver ministry services.

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Ministry Contribution to Key Priorities & Results

Priorities	Better Ontario For Families	Healthier Ontario	Smarter Ontario	Stronger Ontario
Key Results	• More children arriving in Grade 1 ready to learn • More children screened for risk factors, identified earlier • Increase in adoptions • More children and youth whose families need assistance benefit from the Ontario Child Benefit.	• More children getting a healthy breakfast or snack • More children are screened for risk factors and identified earlier • More children receiving supports for special needs • Improved function after mental health care	• More children arriving in Grade 1 ready to learn • More at-risk children and youth successful in school • More youth graduating from secondary school	• More opportunities for children and youth at risk • Fewer youth entering justice system and reduction in re-offending rates
Strategies	Support for low-income families; screening programs and support for at-risk families; healthy child development programs; access to appropriate services for children and youth with special needs including autism and mental health issues; nutrition programs; stability for children in need of protection.	Screening programs and support for at-risk families; healthy child development programs; increased access to appropriate services for children and youth with special needs and mental health issues; nutrition programs.	Support for low-income families; programs for at-risk youth and youth in conflict with the law; healthy child development programs; nutrition programs; focus on permanency for children in care; increased access to appropriate services for children and youth with special needs and mental health issues.	Programs for at-risk youth and youth in conflict with the law; support for low-income families; increased support for families with children with special needs and mental health issues.
Major Activities	Ontario Child Benefit Ontario Child Benefit Equivalent Healthy child development Services for children and youth with special needs including autism Mental health programs and services Child protection services	Ontario Child Benefit Healthy child development Services for children and youth with special needs including autism Student Nutrition Program Mental health programs and services Enhanced screening at 18 months	Ontario Child Benefit Ontario Child Benefit Equivalent Healthy child development Youth Opportunities Strategy Services for children and youth with special needs including autism Mental health programs & services Child protection services Youth Justice Services	Ontario Child Benefit Youth Opportunities Strategy Youth Policy Framework Youth Justice Services Services for children and youth with special needs including autism Mental health programs and services Ontario's policy framework for child and youth mental health

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Ministry Contribution to Priorities & Results

The ministry's initiatives support the government's priorities of a healthier Ontario, a smarter Ontario, a stronger Ontario and a better Ontario for families. With its community partners, the Ministry of Children and Youth Services is developing and tracking outcomes for children and youth to help the ministry determine how programs are working and if young people are getting the services that they need.

Healthy Child Development

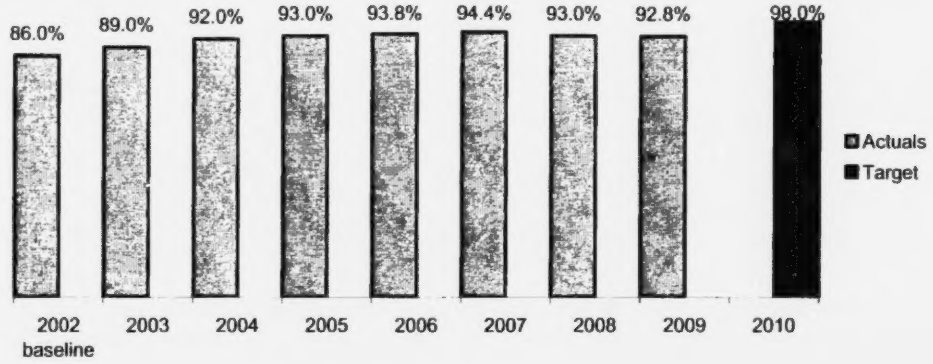
Preschool Speech and Language identifies children with speech and language disorders as early as possible and provides these children with services to enable them to develop communication and early literacy skills so they are ready to learn when they start school. In 2009-10, the program provided service to 50,053 children and assessed 19,023 new children.

The **Infant Hearing Program** provides newborn hearing screening in hospitals and community settings, audiology assessment and hearing aid selection, monitoring for babies born at risk of early childhood hearing loss and services to support language development in infants and preschool children who are deaf or hard of hearing. In 2009-10, the program provided hearing screening for 122,278 newborns, which is approximately 92 percent of all live births in Ontario.

Healthy Babies Healthy Children

Healthy Babies Healthy Children provides screening for pregnant women and every new baby and mother. It is designed to help families promote healthy child development and help their children reach their full potential. In 2010 the program provided prenatal screening to 27,100 pregnant women and screened 119,200 live births to identify risk factors.

Performance Measure: Number of children screened at birth through Healthy Babies Healthy Children



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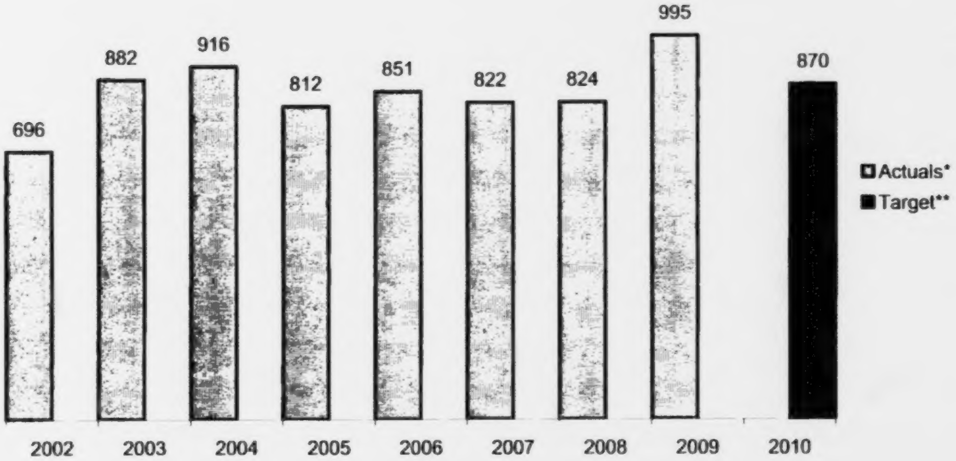
Children and Youth At Risk

Child Protection Services

The ministry is working with Ontario's 53 children's aid societies and community partners to make the child protection system more accountable, flexible and responsive to the needs of children, youth and their families. Changes to the Child and Family Services Act since 2006 have created more permanency options for children and youth in care. These changes make it easier for relatives or community members to provide permanent homes for children and youth. They also allow more children to be adopted, while still maintaining ties to their birth family and to their community.

Performance Measure: Number of completed children's aid society adoptions.



* Restated based on CAS year-end reports.

** Target for 2010/11 increased from 820 to 870. The performance target for child welfare adoption reflects the ministry's emphasis on adoption as one of the permanency options as part of Child Welfare Transformation.

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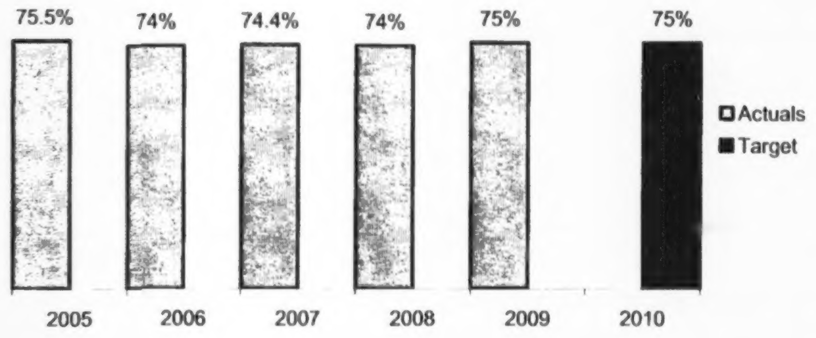
Child and Youth Mental Health
The ministry invested $522.2 million in 2009-10, which included directly operated facilities, to provide mental health services to children and youth in Ontario. Through this funding, the government is building on its previous investments in more than 260 child and youth mental health agencies and 17 hospital-based outpatient programs.

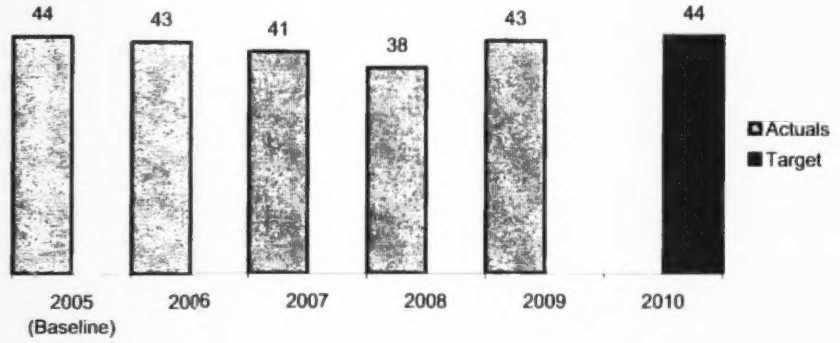
By continuing to reduce overlap and delays within the system, Ontario is committed to reducing wait times for children and youth requiring mental health services, while also improving outcomes for those who access these services.

Performance Measure: 1. Percentage of children and youth showing improved functioning at exit from Child and Youth Mental Health Services



Source: Child and Adolescent Functional Assessment Scale (CAFAS) Annual Reports

Performance Measure: 2. Average wait time (number of days) from referral to receipt of "regular ongoing" child and youth mental health services



Source: Brief Child and Family Phone Interview (BCFPI) appearing in BCFPI Annual Reports

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Youth Justice Services

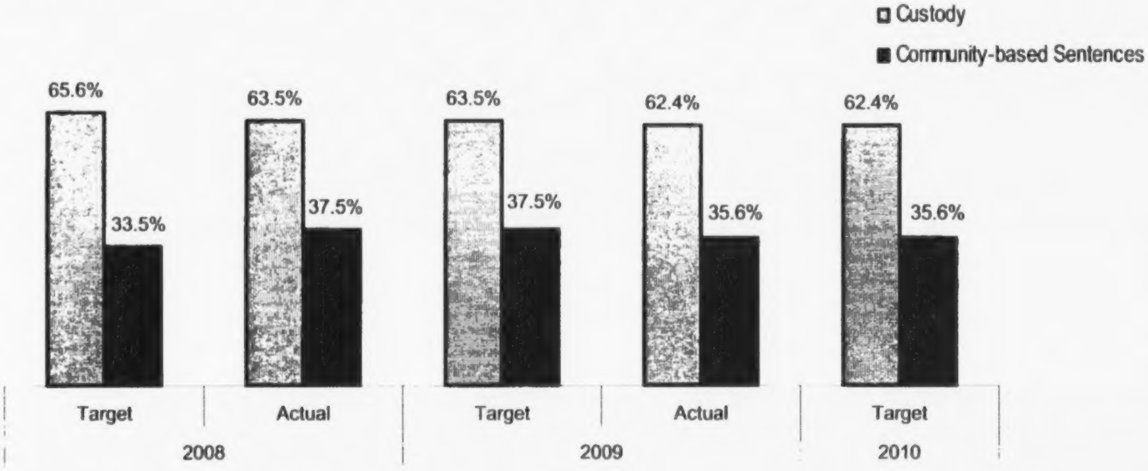
Evidence indicates that a broad range of community-based and custodial programs and services can reduce re-offending. Demonstrating a commitment to evidence-based programs and services, the ministry established a permanent Effective Programming and Evaluation Unit. The unit is involved with a comprehensive review of the research literature, consultations with academics, experts and stakeholders, and strategies for training, monitoring and evaluating programs and services across the sector. This unit will ensure that evidence-based practices guide and inform the delivery of youth justice services.

Some examples of activities that support effective programming include:

- Hosting regional sessions focused on prevention and programming for youth at risk of involvement with or already involved with gangs,
- Completing a review of Probation Services to determine alignment with effective programming practices,
- Developing and expanding a continuum of evidence-based programs and services that address prevention, diversion, reintegration, rehabilitation for youth in, or at risk of, conflict with the law;
- Continuation of the re-offending study, and
- Using research about the effectiveness of positive and professional staff/youth interactions to develop a Relationship Custody Framework and introducing strength based training for staff in custody/detention facilities and probation.

In 2009-10, the average daily population for the system was 11,668 including 10,971 youth under community supervision, 257 in open custody/detention and 440 youth in secure custody/detention.

Performance Measure: Number of youth who re-offend as a percentage of all youth tracked



Ministry of Children and Youth Services

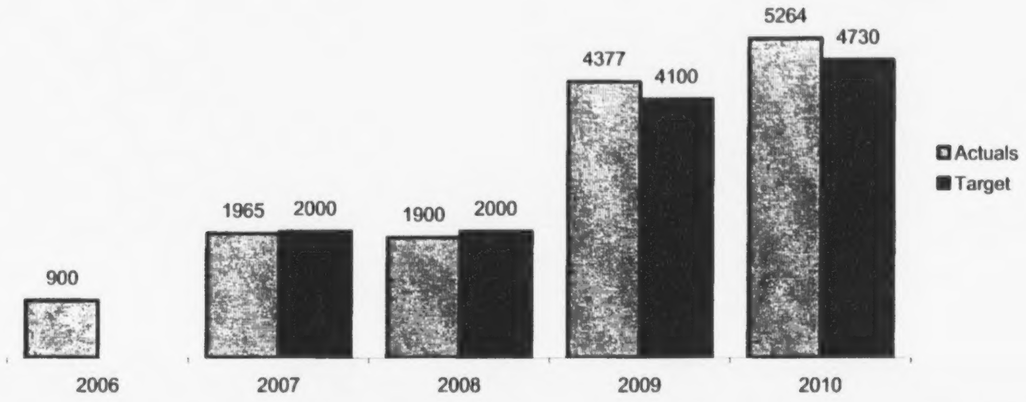
The Estimates, 2011-12

Youth Opportunities Strategy
In 2010-11, at-risk youth received summer employment experience and year-round support from the youth outreach workers program. In 2010-11, a total of 5,264 summer jobs across 32 communities were provided through the Strategy. Data from 2010-11 is available for programs that take place in the summer months and 2009-10 is available for year-round or school-year programs. The data includes:

- 4,895 youth were placed in summer jobs with local employers through the Summer Jobs for Youth Program,
- 369 youth worked with their local police service in the Youth in Policing Initiative, and
- 62 year-round outreach workers provided advice to hard-to-reach youth and connected them to appropriate services through the Youth Outreach Worker Program.

The Youth Opportunities Strategy gives at-risk youth valuable work experience that will contribute to their future success and build a strong workforce for Ontario. The strategy is a key part of Ontario's Poverty Reduction Strategy. In 2010-11, more than $24 million was invested in the program. The federal government supported the YOS in 2010-11.

Performance Measure: Expanded summer job and training opportunities for vulnerable youth



Ministry of Children and Youth Services

The Estimates, 2011-12

Specialized Services

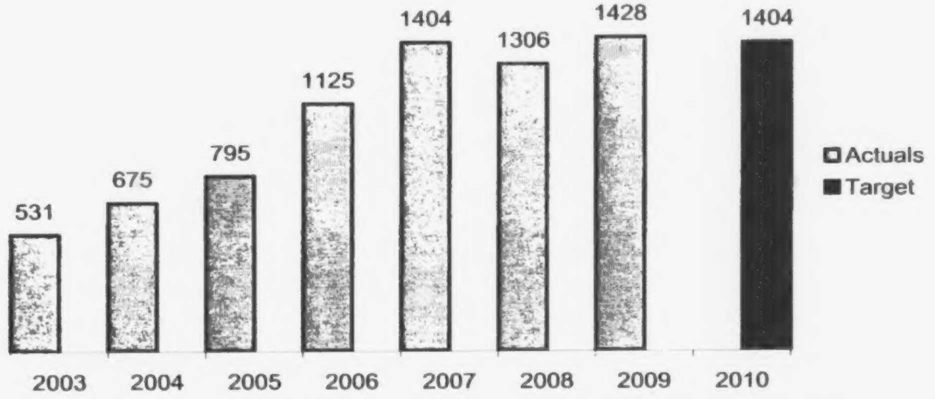
Autism Spectrum Disorder

The number of children with Autism Spectrum Disorders (ASD) receiving Intensive Behavioural Intervention (IBI) has increased from 531 in 2003-04 to 1,428 in 2009-10.

Ontario has more than quadrupled autism spending from $44 million to $186.6 million since 2003 and almost tripled the number of children receiving IBI in the same time period. As well, the government is responding to calls for transparency and consistency in decisions related to IBI therapy by making improvements to the Autism Intervention Program. This includes establishing an independent review mechanism for families who are not satisfied with a decision related to their child's eligibility or to their child's discharge from IBI services, and establishing an ASD clinical expert committee that will advise the government on emerging research and best clinical practices.

In 2011-12, the ministry is investing $25 million in Applied Behaviour Analysis (ABA)-based services and supports that will help children and youth with ASD improve behaviour management or emotional regulation, communication, social and daily living skills. Approximately 8,000 kids with ASD will benefit annually from these services to be available in communities across Ontario starting in late spring 2011.

Performance Measure: Autism Intervention Program – Number of children receiving IBI



Ministry of Children and Youth Services

The Estimates, 2011-12

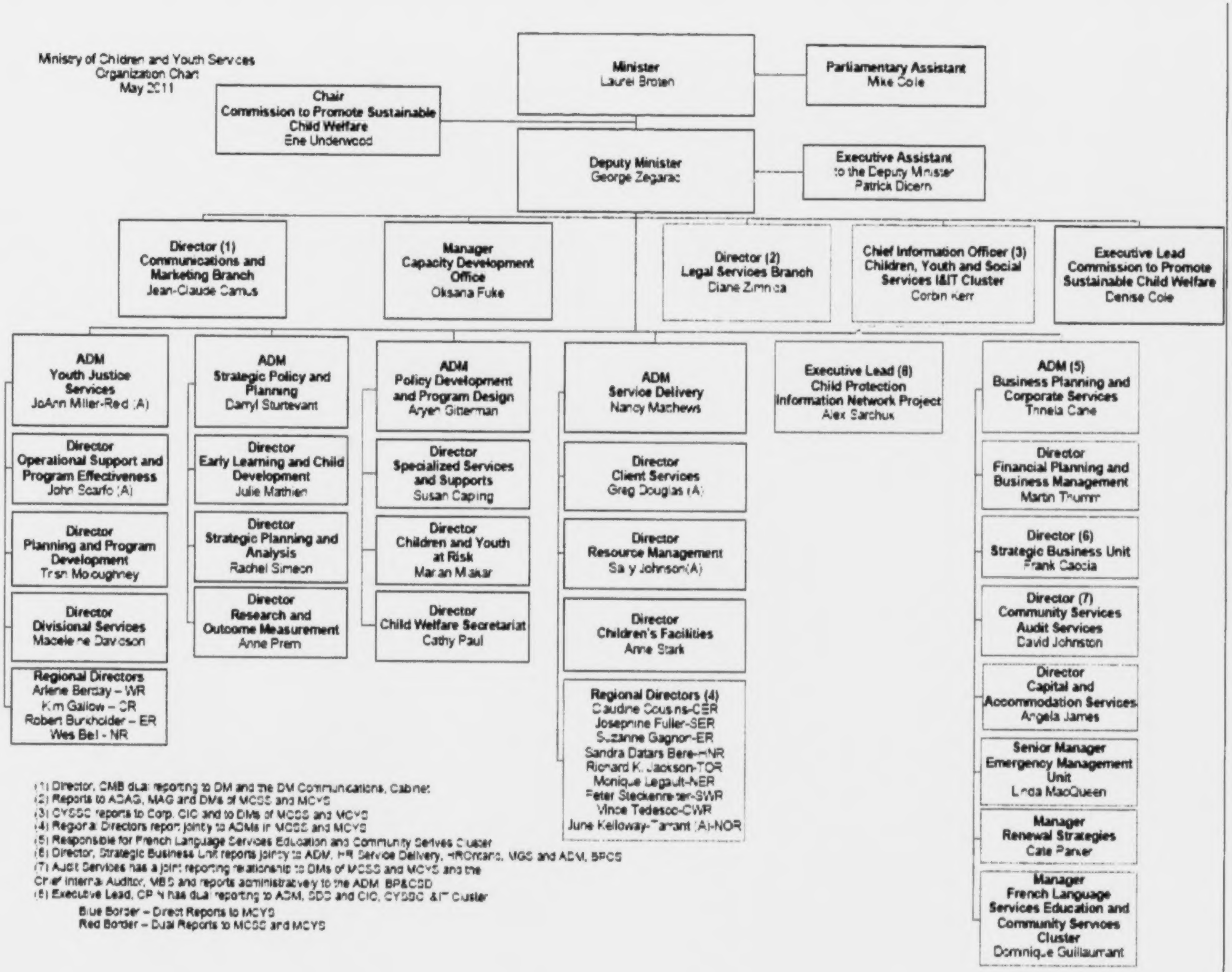
Ontario Child Benefit

The Ontario Child Benefit (OCB) gives low-income families financial support that they need to provide for their children. The OCB helps build a stronger economy by making it easier for parents to leave social assistance for work. In July 2007, eligible families received a one-time OCB down payment of up to $250 for each dependent child under age 18 and in July 2008, monthly payments began. In July 2009, the OCB increased to a maximum annual payment of $1,100 per child, or almost $92 per child, per month – two years ahead of schedule.

Ministry of Children and Youth Services

The Estimates, 2011-12

Ministry of Children and Youth Services
Organization Chart
May 2011


Minister
Laurel Broten
Parliamentary Assistant
Mike Cole
Chair
Commission to Promote Sustainable Child Welfare
Ene Underwood
Deputy Minister
George Zegarac
Executive Assistant to the Deputy Minister
Patrick Dicerni
Director (1)
Communications and Marketing Branch
Jean-Claude Camus
Manager
Capacity Development Office
Oksana Fuke
Director (2)
Legal Services Branch
Diane Zimmica
Chief Information Officer (3)
Children, Youth and Social Services I&IT Cluster
Corbin Kerr
Executive Lead
Commission to Promote Sustainable Child Welfare
Denise Cole
ADM
Youth Justice Services
JoAnn Miller-Reid (A)
Director
Operational Support and Program Effectiveness
John Scarfo (A)
Director
Planning and Program Development
Trish Mcoughney
Director
Divisional Services
Madeleine Davidson
Regional Directors
Arlene Berday – WR
Kim Gallow – CR
Robert Burkholder – ER
Wes Bell - NR
ADM
Strategic Policy and Planning
Darryl Sturtevant
Director
Early Learning and Child Development
Julie Mathien
Director
Strategic Planning and Analysis
Rachel Simeon
Director
Research and Outcome Measurement
Anne Prem
ADM
Policy Development and Program Design
Aryeh Gitterman
Director
Specialized Services and Supports
Susan Caping
Director
Children and Youth at Risk
Marian Mlakar
Director
Child Welfare Secretariat
Cathy Paul
ADM
Service Delivery
Nancy Mathews
Director
Client Services
Greg Douglas (A)
Director
Resource Management
Sally Johnson(A)
Director
Children's Facilities
Anne Stark
Regional Directors (4)
Claudine Cousins-CER
Josephine Fuller-SER
Suzanne Gagnon-ER
Sandra Datars Bere-HNR
Richard K. Jackson-TOR
Monique Legault-NER
Peter Steckenreiter-SWR
Vince Tedesco-CWR
June Kelloway-Tarrant (A)-NOR
Executive Lead (8)
Child Protection Information Network Project
Alex Sarchuk
ADM (5)
Business Planning and Corporate Services
Trinela Cane
Director
Financial Planning and Business Management
Martin Thumm
Director (6)
Strategic Business Unit
Frank Cacoia
Director (7)
Community Services Audit Services
David Johnston
Director
Capital and Accommodation Services
Angela James
Senior Manager
Emergency Management Unit
Linda MacQueen
Manager
Renewal Strategies
Cate Parker
Manager
French Language Services Education and Community Services Cluster
Dominique Guillaumant

(1) Director, CMB dual reporting to DM and the DM Communications, Cabinet
(2) Reports to ADAG, MAG and DMs of MCSS and MCYS
(3) CYSSC reports to Corp. CIC and to DMs of MCSS and MCYS
(4) Regional Directors report jointly to ADMs in MCSS and MCYS
(5) Responsible for French Language Services Education and Community Serives Cluster
(6) Director, Strategic Business Unit reports jointly to ADM, HR Service Delivery, HROntario, MGS and ADM, BPCS
(7) Audit Services has a joint reporting relationship to DMs of MCSS and MCYS and the Chief Internal Auditor, MBS and reports administratively to the ADM BP&CSD
(8) Executive Lead, CPIN has dual reporting to ADM, SDD and CIC, CYSSC I&IT Cluster

Blue Border – Direct Reports to MCYS
Red Border – Dual Reports to MCSS and MCYS

Ministry of Children and Youth Services

The Estimates, 2011-12

Cost Sharing with the Federal Government

Independent of block funding received by the province under the Canada Social Transfer (CST), the province receives federal funding under the following cost-sharing agreements:

- Indian Welfare Services Agreement, and
- Memorandum of Agreement and Supplementary Agreement Respecting Federal Contributions to Youth Justice Services and Programs.

For the 2011-12 fiscal year, federal contributions are estimated at:

	Cash	Accrual
Indian Welfare Services Agreement		
Children and Youth at Risk	$103,502,000	$105,114,000
Subtotal	**$103,502,000**	**$105,114,000**
Agreement re: Youth Justice Services		
Youth Justice Services	$64,934,000	$64,934,000
Subtotal	**$64,934,000**	**$64,934,000**
Total	**$168,436,000**	**$170,048,000**

Ministry of Children and Youth Services

The Estimates, 2011-12

Statutes Administered by the Ministry

- ***Child and Family Services Act***, R.S.O. 1990, c. C.11
  (except for sections 162 – 165 inclusive and section 176.1)
- ***Child Pornography Reporting Act, 2008***, S.O. 2008, c. 21
  (Note: This Act has not been proclaimed.)
- ***Day Nurseries Act***, R.S.O. 1990, c. D.2
  (Note: Responsibility for administration of this Act is shared between MCYS and MEDU)
- ***Health Protection and Promotion Act,*** R.S.O. 1990, c. H.7
  (section 7 in so far as it relates to the Healthy Babies Healthy Children program as described in guidelines published under section 7)
- ***Intercountry Adoption Act, 1998***, S.O. 1998, c. 29
- ***Ministry of Community and Social Services Act***, R.S.O. 1990, c. M.20
  (in so far as it relates to activities and programs respecting children and youth services and except for sections 11.1 and 12 in so far as those sections relate to Long-Term Care Programs and Services)
- ***Provincial Advocate for Children and Youth Act, 2007,*** S.O. 2007, c. 9
- ***Rescuing Children from Sexual Exploitation Act, 2002***, S.O. 2002, c. 5
  (Note: This Act has not been proclaimed. The Ministry is responsible for Parts I and II and section 31 of the Act in so far as that section relates to activities and programs under these Parts).
- ***Poverty Reduction Act, 2009,*** S.O. 2009, c.10

Ministry of Children and Youth Services

The Estimates, 2011-12

Ministry Financial Information

Table 1: Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures ($M) 2011-12
Operating	$4,010.6
Infrastructure	$15.6
BPS Consolidation	($94.7)
Total including Consolidation	**$3,931.5**

Table 2: Overall Summary (Operating and Capital)

Votes/Programs	**Estimates 2011-12**	**Change from Estimates 2010-11**		**Estimates 2010-11***	**Interim Actuals 2010-11***	**Actuals 2009-10***
	$	**$**	**%**	**$**	**$**	**$**
OPERATING AND CAPITAL						
Ministry Administration	13,910,500	704,500	5.3%	13,206,000	11,916,309	11,229,383
Children and Youth Services	3,996,651,400	107,056,800	2.8%	3,889,594,600	3,907,190,796	3,657,866,053
Infrastructure	15,478,200	1,011,200	7.0%	14,467,000	14,397,317	14,532,513
Total Including Special Warrants	**4,026,040,100**	**108,772,500**	**2.8%**	**3,917,267,600**	**3,933,504,423**	**3,683,627,949**
Less: Special Warrants	**0**	**0**	-	**0**	**0**	**0**
Total to be Voted	**4,026,040,100**	**108,772,500**	**2.8%**	**3,917,267,600**	**3,933,504,423**	**3,683,627,949**
Special Warrants	0	0	-	0	0	0
Statutory Appropriations	157,414	(94,900)	(37.6%)	252,314	127,577	110,552
Ministry Total Operating and Capital	**4,026,197,514**	**108,677,600**	**2.8%**	**3,917,519,914**	**3,933,632,000**	**3,683,738,501**
Consolidation	**(94,728,200)**	**(2,628,200)**	**2.9%**	**(92,100,000)**	**(96,932,671)**	**(95,101,510)**
Ministry Total Operating and Capital including Consolidation	**3,931,469,314**	**106,049,400**	**2.8%**	**3,825,419,914**	**3,836,699,329**	**3,588,636,991**

Assets (Operating and Capital)

Votes/Programs	**Estimates 2011-12**	**Change from Estimates 2010-11**		**Estimates 2010-11**	**Interim Actuals 2010-11**	**Actuals 2009-10**
	$	**$**	**%**	**$**	**$**	**$**
Children and Youth Services	2,326,000	(2,043,000)	(46.8%)	4,369,000	209,683	368,107
Total Ministry Assets	**2,326,000**	**(2,043,000)**	**(46.8%)**	**4,369,000**	**209,683**	**368,107**
Less: Special Warrants	0	0	-	0	0	0
Total Assets to be Voted	**2,326,000**	**(2,043,000)**	**(46.8%)**	**4,369,000**	**209,683**	**368,107**

* Amounts have been restated for transfers of funding to Ministry of Education and Ministry of Attorney General.

APPENDIX: ANNUAL REPORT 2010-11

Annual Report, 2010-11

Ministry Achievements in 2010-11

Healthy Child Development (formerly called Early Learning and Child Development)

Early Years Community Support

In 2010-11, the ministry continued to support early healthy child development through:

- Healthy Babies Healthy Children – a program that provides screening for pregnant women and every new mother and baby, offers information on child development and parenting to families with newborns and provides extra support to those families who need it,
- the Infant Hearing Program, which identifies babies with permanent hearing loss and provides language development services and family support during the preschool years for deaf or hard-of-hearing children,
- Preschool Speech and Language Programs that identifies, treats and supports children with a communication disorder,
- early intervention programs that provide services for children who are blind or have low vision, and
- the Infant Development Program, which provides early intervention, transition planning and home visiting services for children up to age 5 with, or at risk of, developmental delays.

The Enhanced 18-Month Well-Baby Visit was launched in May 2010. During this visit, the child's primary health care provider, using standardized tools, in a collaborative discussion with parents, conducts a developmental evaluation, speaks with parents about their child's development and about community programs that will help prepare their child for school.

The ministry took the next steps toward establishing Best Start Child and Family Centres in communities across Ontario - a key recommendation of Dr. Charles Pascal, the government's advisor on early learning. These centres will provide parents with easy access to services that support early child development such as information, parenting supports, language, vision and literacy programs, child care, early identification, screening and intervention, and play-based learning programs. In early 2011, Dr. Pascal, Minister Broten and local MPPs hosted community engagement meetings across the province to learn about the current experiences of families receiving children's services. The ministry also invited Ontarians to provide their ideas on improving children's services online.

The ministry continued to support 107 Ontario Early Years Centres and a number of satellite centres. These centres offer formal and informal drop-in programs and services, such as parenting and nutrition workshops. And the ministry continued to fund the Student Nutrition Program to help more children and youth - especially those in high-needs neighbourhoods - get a healthy breakfast, lunch or snack so they are ready to learn in school. In 2010, the program served an estimated 600,000 kids across Ontario.

Annual Report, 2010-11

Child Care

Responsibility for child care was transferred from the Ministry of Children and Youth Services to the Ministry of Education in 2010-11. Policy and program responsibilities were transferred in the spring. Funding and contract management responsibilities followed in the fall. Bringing child care and education together under one ministry will create a more integrated system that will result in smoother transitions for young children and their families
The ministry continued to be responsible for licensing and inspecting child care programs. In 2010-11, there were approximately 4,800 child care centres and 135 private-home day care agencies operating in Ontario.

Children and Youth at Risk

Child Protection Services

Ontario's child protection services help children and youth who have been, or are at risk of being, abused or neglected, grow up in safe, stable, caring environments. Fifty-three children's aid societies (CASs), including six Aboriginal CASs, protect children and help place them for adoption. As a result of government efforts over the last several years, fewer kids came into care in 2010-11 and more kids got the chance to succeed in permanent homes.

The Commission to Promote Sustainable Child Welfare continued to work with CASs and the government to find solutions that will help the child protection system remain sustainable and best meet the needs of the kids it serves. The Commission identified a number of CASs that can deliver more accessible and affordable child welfare services and outlined a plan to reconfigure these organizations. These agencies are expected to share their amalgamation plans with the Commission in early 2011.

In 2010-11, the ministry began developing the Child Protection Information Network (CPIN), part of the government's plan to modernize the child protection system so vulnerable kids and their families can continue to get the services they need. CPIN will provide all children's aid societies with the information they need in one place. It will help agencies more easily manage case files and finances, share information with each other and make decisions for the children they serve.

At the beginning of the fiscal year, children's aid societies received an additional $25.1 million compared to their 2009-10 allocations. The six Aboriginal CASs received $8.5 million to meet their unique needs and $16.6 million was made available to other CASs for child welfare transformation priorities. In March 2011, the ministry provided $38 million in one-time funding to CASs to address in-year deficits, service volume changes, Section 14 reviews and amalgamation activities. The ministry also provided $7.3 million in conditional grants to 15 CASs actively engaged in amalgamation planning to eliminate their historic debts.

John Beaucage, a former Grand Council Chief of the Anishinabek Nation, was appointed Aboriginal Advisor to the Minister of Children and Youth Services. In this role, Mr. Beaucage helped guide discussions with Aboriginal leaders and front-line service providers on child welfare issues and provided advice to the minister on Aboriginal child welfare policy matters.

Annual Report, 2010-11

Expert Panel on Infertility and Adoption

The government continued to examine the recommendations made by the Expert Panel on Infertility and Adoption to make fertility treatment and adoption more accessible and affordable. In 2010-11, Minister Broten met with CASs, adoption workers, adoptive parents and children in care to get their advice on the recommendations.

The ministry provided an eight per cent increase in adoption service funding for CASs as part of its efforts to increase the number of stable, permanent homes for Ontario's Crown wards. Approximately 1,000 adoptions were completed in Ontario in 2010-11.

Child Poverty

Ontario's first-ever poverty reduction strategy, 'Breaking the Cycle', was released in December 2008. It set a target of reducing child poverty by 25 per cent over five years.

In December 2010, the government released the second annual report on its strategy. The report details progress made over the past two years to stimulate Ontario's economic recovery and to help children and families hit hardest by the global recession. Highlights include:

- rolling out Full-Day Kindergarten in nearly 600 schools across the province for approximately 35,000 students, and maintaining approximately 8,500 licensed child care spaces and 1,000 child care jobs,
- providing up to $1,100 per child per year through the Ontario Child Benefit to the families of more than one million children,
- cutting taxes for 93 per cent of Ontarians and eliminating personal income tax for 90,000 lower-income taxpayers,
- providing tax benefits and credits for the HST, property taxes and energy costs through Ontario's tax reform package,
- increasing the minimum hourly wage to $10.25,
- releasing a long-term housing strategy and announcing a review of social assistance - with the goal of improving outcomes for Ontarians,
- increasing access to education and skills training, which is helping thousands of Ontarians retrain for new careers and gain postsecondary education, and
- introducing the Open Ontario Plan to strengthen the province's economy and create more jobs.

Ontario Child Benefit

The Ontario Child Benefit (OCB) - the centrepiece of the government's poverty reduction strategy - is a non-taxable benefit that helps low-income families provide for their children. To be considered for the benefit, individuals need to file their annual income taxes and register their child for the Canada Child Tax Benefit. In 2010-11, the OCB helped more than one million kids and their families.

Annual Report, 2010-11

The ministry also provided funding equivalent to the maximum OCB to children and youth in the care of children's aid societies. This funding helped provide supports such as tutoring, skills building and recreational programs to all children and youth in care. Older youth also participated in a savings program to help them prepare for independence and the transition to adulthood. These youth will have access to their savings when they leave care.

Youth Policy Framework

The Review of the Roots of Youth Violence Report, released in 2008, called on the government to develop a plan to better align youth-serving programs across all levels of government and across all sectors.

In 2010-11, the ministry started to engage youth and youth organizations from across the province to help in the development of a Youth Policy Framework. This included the creation of a Youth Development Committee made up of 25 young Ontarians with different backgrounds and lived experiences to share their thoughts and ideas. The framework will help families, communities, service providers and decision-makers better understand what young people need to succeed.

Child and Youth Mental Health

The ministry continued working in 2010-11 to create a mental health system that delivers the right services and supports to children and youth when they need them, as close to home as possible. Mental health services for children and youth are delivered through more than 260 child and youth mental health agencies, 17 hospital-based outpatient programs, two directly-operated child and youth mental health centres and on-site clinical supports at seven directly-operated secure custody/detention facilities for youth in conflict with the law.

Aboriginal children and youth in urban and off-reserve communities across Ontario continued to benefit from programs that help them build confidence and make healthy choices. Two examples are the Akwe:go Urban Aboriginal Children's Program, which helps kids seven to 12 and the Wasa-Nabin Urban Aboriginal Youth Program, which benefits youth 13 to 18.

The Nishnawbe-Aski Nation (NAN) Youth Resiliency Program, a suicide prevention program, continued to provide culture-based, community-driven mental heath and community capacity building activities for children and youth nine to 16 years of age in ten Nan First Nations. The program is offered in two streams: Girl Power for females; and Wolf Spirit for males.

The Ontario Centre of Excellence for Child and Youth Mental Health continued its work to improve the quality and effectiveness of child and youth mental health services through the promotion of evidence-based practices and knowledge transfer with front-line service providers. In 2010, the ministry entered into a new contract with the centre that includes a refocused mandate to support front-line staff at child and youth mental health agencies in delivering high quality and effective services that draw upon the best available evidence.

The Ontario Child and Youth Telepsychiatry Program continued providing clinical consultations (psychiatric assessments and treatment recommendations) through video-conferencing to a range of designated child and youth mental health agencies and to the children and youth receiving services from them in rural, remote and under-served areas of the province.

The ministry's Working Together for Kids' Mental Health initiative continued to engage four communities in order to study how schools, health settings and community-based mental health agencies work together to identify kids' needs earlier and support them in getting the right help at the right time. These communities were provided with screening and assessment tools and training to enhance timely decision-making when mental health issues are first noticed.

The Student Support Leadership Initiative - a joint project with the Ministries of Education and Health and Long-Term Care - continued promoting partnerships among school boards, the health sector and child and youth mental health agencies to improve outcomes for at-risk students.

The Child and Youth Mental Health Extraordinary Circumstances reserve continued to provide time-limited support to ministry-funded agencies in communities that experienced an unusual event that significantly impacted the mental health of children and youth in the community. In 2010-11, the Extraordinary Circumstances Reserve committed funding to initiatives to support children and youth of military families; children and youth in communities experiencing high rates of suicide; and children and youth from Aboriginal communities with significantly elevated levels of mental health needs.

The ministry continued to work closely with the Ministry of Health and Long-Term Care and other ministries on the development of a comprehensive, 10-year mental health and addictions strategy that will lead to better services for Ontarians.

Youth Justice Services

The goals of youth justice services are to reduce re-offending, contribute to community safety and prevent youth crime through rehabilitative programming, holding youth accountable and creating opportunities for youth at risk. By helping youth make better choices and lessening the likelihood they will re-offend, Ontario is making communities safer while giving youth a better opportunity to succeed.

The ministry's transformation of youth justice services has reduced the use of custody and increased the use of evidence-based community programs and partnerships, including programming for Aboriginal youth and youth with specialized or mental health needs. Generally, less than six per cent of youth charged or found guilty of an offence are placed in custody/detention. The majority of youth in conflict with the law receive service/supervision through a broad range of community programs, including diversion from formal court proceedings, rehabilitation, probation, alternatives to custody and supports for mental health issues.

Youth placed in custody/detention have the opportunity to participate in rehabilitative programs that will help them develop the skills they need to achieve success in the community. Programs include skills development, substance abuse counselling, life skills programs and anger management. Youth also have the opportunity to form positive relationships. Staff working in custody facilities practices a form of supervision known as 'relationship custody', where they enforce rules and procedures as well as coach, mentor and engage youth in

Annual Report, 2010-11

decision-making. The ministry is committed to ongoing evaluation of programs and services so they remain effective in supporting youth rehabilitation and reducing the risk that youth will re-offend.

Youth Opportunities Strategy

In 2010-11, the Youth Opportunities Strategy, part of Ontario's Poverty Reduction Strategy, helped young people faced with significant challenges reach their full potential and achieve individual success.

Through the program:

- 369 youth were placed in summer jobs with 30 local police services through the Youth in Policing Initiative,
- more than 4,800 youth in 19 Ontario communities were placed in summer jobs through the Summer Jobs for Youth Program,
- 62 youth outreach workers provided mentoring and referrals to youth across the province,
- more than 2,000 young people were helped to develop skills to support their school success, and
- under the School Based Prevention/Diversion Program, 18 programs in 22 school boards across the province helped students who were at-risk of becoming involved or were already involved in violent and/or offending activities. In 2009-10, 3,006 youth were served.

Youthconnect.ca continued to provide information about these programs and other resources available to youth.

Residential Services

Children and youth may come into residential care through a court order for child protection or as a result of being in conflict with the law. Other children may require residential care due to developmental and physical challenges, medically-fragile conditions, behavioural difficulties, psychiatric disorders or substance abuse.

Residential care is provided through group or foster care settings. In 2010-11, the ministry continued to fund more than 4,900 beds in 545 group homes, 12,000 beds in more than 8,200 foster homes, and more than 1,200 beds for youth in conflict with the law.

Ontario continued to make progress supporting residential services that emphasize safety and give kids in care the opportunity to achieve their potential. Screening of people applying to work with vulnerable children has been enhanced; food and nutrition standards have improved; culturally-appropriate programs and environments are now offered; and new requirements are being implemented to ensure the safe administration of psychotropic medications.

Annual Report, 2010-11

Services and Supports for Aboriginal Children and Youth

The ministry continued to take action in 2010-11 to strengthen services and supports for Aboriginal kids living on- and off-reserve across the province.

John Beaucage, a former Grand Council Chief of the Anishinabek Nation, was appointed Aboriginal Advisor to the Minister of Children and Youth Services. In this role, Mr. Beaucage helped guide discussions with Aboriginal leaders and front-line service providers on child welfare issues and provided advice to the minister on Aboriginal child welfare policy matters.

In addition to increasing annual funding to the six Aboriginal children's aid societies, the ministry continued to meet the unique needs of Aboriginal young people by supporting the Aboriginal Healthy Babies Healthy Children Program, the Aboriginal Fetal Alcohol Spectrum Disorder and Child Nutrition Program, the Akwe:go and Wasa-Nabin Urban Aboriginal Programs and community-based programs for Aboriginal youth in conflict with the law.

The ministry is currently working with a number of Aboriginal service providers that are seeking designation as Aboriginal Children's Aid Societies. In 2010-11, the ministry provided $3 million in funding to Aboriginal service providers to assist them with capacity building during the designation process.

Specialized Services

Children's Treatment and Rehabilitation Services

Children's Treatment Centres (CTCs) provide rehabilitation services to children and youth up to 19 years of age with physical and/or developmental disabilities, chronic illness and/or communication disorders. CTCs provide core rehabilitation services including physiotherapy, occupational therapy and speech and language therapy. A variety of other services and clinics – such as autism, preschool speech and language, respite and developmental programs - are offered depending on local needs and the mix of providers in each community.

There are 21 CTCs in Ontario, 20 of which are funded by the Ministry of Children and Youth Services. Holland Bloorview Kids Rehabilitation Hospital is funded by the Ministry of Health and Long-Term Care because it provides in-patient services. According to the Ontario Association of Children's Rehabilitation Services (OACRS), CTCs serve approximately 60,000 children each year.

In April 2010, the ministry announced an additional $9 million in annual base funding for the 20 CTCs to provide more services for children and youth on waiting lists. OACRS estimated this new funding would benefit an additional 3,600 children and youth with special needs each year. In addition, the ministry provided a one-time investment of $2.5 million to 12 CTCs to help improve their clinical information systems.

The ministry continued to fund respite services for families with children who are medically-fragile, technology-dependent or who have multiple special needs. Services are provided in the family home or in a setting outside the home, such as a group home.

Annual Report, 2010-11

Services and Supports for Children and Youth with Autism Spectrum Disorders (ASD)

In December 2010, the ministry announced that it is increasing its annual investment in autism by $25 million to broaden the range of supports to children and youth with ASD and their families. Approximately 8,000 kids are expected to benefit each year from new Applied Behaviour Analysis (ABA)-based services, starting in late spring 2011. These services will help children and youth with ASD become more independent, develop communication, social and daily living skills, and cope better in school.

The ministry announced it will expand existing supports for parents of children with ASD and establish an ASD clinical expert committee by fall 2011 to provide advice on effective interventions, emerging research and best clinical practices. The committee will promote transparency in clinical decision-making and will help ensure that kids with ASD get the right supports at the right time.

The ministry also announced it will establish an independent review mechanism for the Autism Intervention Program. If a family is not satisfied with a decision related to their child's eligibility for, or discharge from, IBI services, or a decision to reduce the length or intensity of service their child receives, they will be able to request an independent review.

Across the province, approximately 1,100 kids with autism experienced the joys of summer camp and more than 600 children and youth participated in 2011 March break camps. These camps give kids with autism the opportunity to make new friends and the chance to participate in fun activities such as swimming, arts and crafts, bowling, skating and music. In November, the ministry announced that it is making funding for March Break camps permanent.

The College Graduate Certificate Program in Autism and Behavioural Science – developed by the ministry in collaboration with the Ministry of Training, Colleges and Universities - continued to increase the pool of qualified professionals to work with children and youth with ASD.

The ministry continued to fund respite services for families caring for a child with autism and it continued to work with the Ministry of Education to implement Connections for Students, a program that establishes transition teams in all 72 school boards across the province to support children leaving the Autism Intervention Program and starting or continuing in a publicly-funded school

Capital Investments in Social Service Facilities

Investing in infrastructure is a critical part of Ontario's plan to restore growth, save and create jobs in the short term, and build foundations for the future.

In 2010-11, the ministry invested $10.1 million for approximately 260 projects to help social service agencies better serve children, youth and their families. Projects included expansions and renovations that improved security, accessibility and energy efficiency at agency facilities that deliver ministry services.

Annual Report, 2010-11

	Ministry Interim Expenditures ($M) 2010-11
Operating	3,919
Capital	15
BPS Consolidation	(97)
Staff Strength (as of March 31, 2011)	2602 Full-time equivalents

Citizenship and
Immigration

Citizenship and

Ontario

Published Results-based Plan 2011-12

Ministry of Citizenship and Immigration

ISSN # 1718-6218

Ce document est disponible en français

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

VISION

The Ministry of Citizenship and Immigration (MCI), which serves two Ministers (Minister of Citizenship and Immigration and the Minister Responsible for Women's Issues), has lead responsibility for immigration and newcomer settlement, the voluntary and not-for-profit sector, provincial honours and awards, and women's issues.

The Ministry's vision is: "a diverse society where all people, together with newcomers, women and volunteers, contribute to a strong economy, caring society and enhanced quality of life."

To achieve this vision, the Ministry works in partnership with other provincial ministries, other levels of government, the public, and the private and not-for-profit sectors to develop and implement policies and programs that:

- Maximize the benefits of immigration for newcomers and Ontario by providing services for successful economic integration and social inclusion.
- Promote greater social inclusion, civic and community engagement, and recognition.
- Prevent violence against women and increase women's economic independence.

The Ministry's Regional and Corporate Services Division also serves the Ministry of Tourism and Culture and provides regional services to the Ministry of Health Promotion and Sport.

AREAS OF RESPONSIBILITY

The Immigration Branches, the Citizenship Branch and Ontario Women's Directorate (OWD) are undertaking a number of activities within each Strategy in order to align with government priorities and enhance service delivery.

Immigration:

Priority – Maximize the Economic and Social Benefits of Immigration

The outcomes of immigrants will be improved through enhanced and expanded programs and services, better coordination, more local participation and enhanced consultation. The Immigration Policy Branch and the Immigration Programs Branch are focused on three strategic directions to achieve positive outcomes for immigrants:

1. Targeted Selection,
2. Effective Integration, and
3. Access to Employment.

The key activities to support these directions include:

- Selecting immigrants to support economic growth through Opportunities Ontario: Provincial Nominee Program (PNP) which allows employers and investors to attract highly skilled workers and international students to meet their human resource needs and help Ontario compete globally.

  PNP facilitates the attraction and retention of highly skilled employees by fast-tracking the immigration application process for skilled workers and international students. The program benefits Ontario employers who are having difficulty in finding skilled workers and gives them the opportunity of hiring international students or foreign workers. PNP also benefits investors who want to bring in key personnel and it enables the retention of international students at the Masters and PhD levels.

- Leading the ongoing enhancement of OntarioImmigration.ca, a portal that links newcomers, prospective immigrants and employers to information and resources, and offers municipalities the opportunity to showcase their communities and provide relevant local information.

- Supporting community-based delivery of settlement services to newcomers by providing information, referrals, orientation, and facilitating social and economic integration through the Newcomer Settlement Program.

- Through the Language Interpreter Services program, improving access to shelters, the justice system, as well as social and health care services to victims of domestic violence and sexual violence who do not speak English or French.

- Continuing to improve and enhance Ontario's Adult Non-Credit English as a Second Language (ESL) / French as a Second Language (FSL) Language Training Program to ensure that the program is more learner-focused and results-based, aligns with provincial objectives for adult education programs and is better coordinated with the federal language training program.

- Supporting community planning, service coordination and community engagement by developing and promoting Local Immigration Partnerships to strengthen the role of local and regional communities in planning and coordinating services that benefit immigrants.

- Continuing initiatives to ensure that immigrants have the opportunity to fully utilize their skills within the Ontario labour market as quickly as possible by:
    - continuing to implement the *Fair Access to Regulated Professions Act, 2006* ("FARPA") to ensure equitable licensing and certification processes for internationally trained individuals (through the Office of the Fairness Commissioner);
    - assisting internationally trained individuals to navigate through licensure and registration processes to practise in a regulated profession in Ontario through Global Experience Ontario ("GEO");
    - providing occupation-specific and workplace communication training programs;
    - encouraging employers to recognize the skills of immigrants; and leading Ontario's participation in the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications.

- Supporting bridge training programs for internationally trained individuals to get licensed and find employment that is commensurate with their skills and experience.

- Connecting newcomers and employers through the Municipal Immigration Information Program by focusing on activities that address:
    - Employment needs of Ontario communities to attract and retain internationally trained individuals;
    - Support for newcomers in obtaining employment; and
    - Awareness of the benefits of hiring newcomers and reducing barriers they face in entering the labour market.

- Negotiating a new immigration agreement with the federal government to improve outcomes for Ontario's newcomers and give Ontario a greater say in selection process.

Citizenship:

Priority – Build stronger, healthier and vibrant communities through partnering with the not-for-profit sector and the promotion of greater social inclusion, civic and community engagement, and recognition.

The following activities support this Priority:

- Working with stakeholders and other ministries to develop and deliver initiatives that help build stronger, healthier and vibrant communities through active volunteer participation and effective not-for-profit organizations.
- Building on relationships with not-for-profit stakeholders to address significant challenges and enhance the capacity of organizations and involvement of volunteers.
- Delivering provincial recognition programs (e.g. Volunteer Service Awards, the June Callwood Outstanding Achievement Award for Volunteerism, the Ontario Medal for Good Citizenship, the Ontario Medal for Young Volunteers) in partnership with other ministries, municipalities and schools. The provincial honours and awards recognize the contributions Ontarians make to their communities and to the Province.

Women's Issues – Ontario Women's Directorate (OWD):

The Ontario Women's Directorate provides government focus for action on women's issues, specifically, preventing violence against women and promoting women's economic independence. These directions correspond to the government's priorities of *"Strong Economy", "Education and Training"* and "*Stronger, Safer Communities"*.

Priority – Preventing violence against women

Violence against women is a serious, pervasive problem that affects communities and devastates lives across the province. The OWD works in partnership with government ministries and community partners to implement a wide range of public education and training initiatives throughout Ontario to prevent violence from happening in the first place and to provide betters supports for women when it does occur.

Throughout the Summer and Fall 2010, the OWD led province-wide consultations with survivors, service providers, and other experts to develop a sexual violence action plan for the province of Ontario. On March 2, 2011, the province launched *Changing Attitudes, Changing Lives: Ontario's Sexual Violence Action Plan*. The Action Plan takes a collaborative approach focused to public education, improving and expanding services for survivors and strengthening the criminal justice response through an investment of $15 million over four years. The OWD is continuing to coordinate implementation of the Sexual Violence Action Plan initiatives across ministries.

Launched in 2004, the government's Domestic Violence Action Plan presents a comprehensive approach focused on preventing domestic violence and improving supports for abused women and their children. The OWD continues to work with partners in the community, education, health care and justice sectors, and across ministries, on development and implementation of initiatives that build on the successes of the Action Plan and respond to the recommendations of the Domestic Violence Advisory Council.

Aboriginal women experience much higher rates of violence compared to non-Aboriginal women and efforts to end violence against Aboriginal women require a unique and distinct approach. The OWD and the Ministry of Aboriginal Affairs are co-leading a Joint Working Group on Violence Against Aboriginal Women, consisting of Aboriginal and government members, to implement strategies to respond to all forms of violence against Aboriginal women. This work is being guided by the *Strategic Framework to End Violence Against Aboriginal Women* developed by the Ontario Native Women's Association and the Ontario Federation of Indian Friendship Centres.

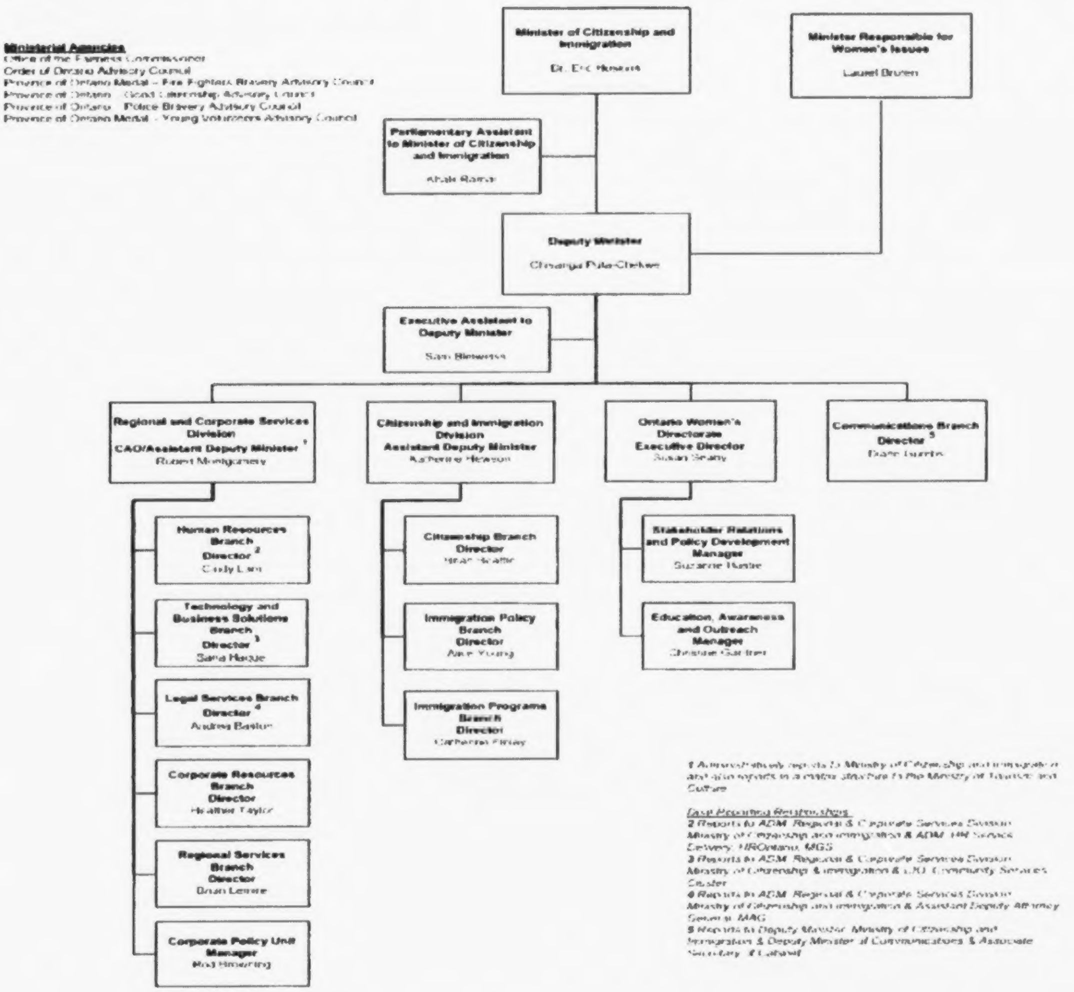
Priority – Promoting women's economic independence

The full participation of women in the workforce of today - and of the future - is a key to the economic well-being of the province. The Ontario Women's Directorate works in partnership with other government ministries and community partners to support and fund initiatives that provide low income women and women experiencing violence the opportunity to learn the skills that will help them fill the jobs needed by our economy and achieve greater economic independence for themselves and their families.

Targeted OWD programs support the recruitment and retention of women in non-traditional growth sectors and industries, assist low income women to enter the skilled trades and information technology sectors, promote women's entrepreneurial success and provide training and supports for abused and at risk women to increase their earning potential. Outreach efforts encourage employment supports and opportunities for vulnerable groups of women including Aboriginal, Francophone and immigrant women, minority women, women living in rural, remote and northern communities, and women with disabilities.

Ministry of Citizenship and Immigration

Organization Chart
April 2011


Ministerial Agencies
Office of the Fairness Commissioner
Order of Ontario Advisory Council
Province of Ontario Medal – Fire Fighters Bravery Advisory Council
Province of Ontario – Good Citizenship Advisory Council
Province of Ontario – Police Bravery Advisory Council
Province of Ontario Medal – Young Volunteers Advisory Council
Minister of Citizenship and Immigration
Dr. Eric Hoskins
Minister Responsible for Women's Issues
Laurel Broten
Parliamentary Assistant to Minister of Citizenship and Immigration
Khalil Ramal
Deputy Minister
Chisanga Puta-Chekwe
Executive Assistant to Deputy Minister
Sam Bimereas
Regional and Corporate Services Division
CAO/Assistant Deputy Minister 1
Robert Montgomery
Citizenship and Immigration Division
Assistant Deputy Minister
Katherine Hewson
Ontario Women's Directorate
Executive Director
Susan Seaby
Communications Branch
Director 5
Diane Lucas
Human Resources Branch
Director 2
Cindy Lam
Technology and Business Solutions Branch
Director 3
Sana Haque
Legal Services Branch
Director 4
Andrea Baston
Corporate Resources Branch
Director
Heather Taylor
Regional Services Branch
Director
Brian Lemire
Corporate Policy Unit
Manager
Rod Elmering
Citizenship Branch
Director
Brian Beattie
Immigration Policy Branch
Director
Ann Young
Immigration Programs Branch
Director
Catherine Finlay
Stakeholder Relations and Policy Development
Manager
Suzanne Hastie
Education, Awareness and Outreach
Manager
Christine Gardner
1 Administratively reports to Ministry of Citizenship and Immigration and also reports in a matrix structure to the Ministry of Tourism and Culture
Dual Reporting Relationships
2 Reports to ADM, Regional & Corporate Services Division Ministry of Citizenship and Immigration & ADM, HR Service Delivery, HROntario, MGS
3 Reports to ADM, Regional & Corporate Services Division Ministry of Citizenship & Immigration & CIO, Community Services Cluster
4 Reports to ADM, Regional & Corporate Services Division Ministry of Citizenship and Immigration & Assistant Deputy Attorney General, MAG
5 Reports to Deputy Minister, Ministry of Citizenship and Immigration & Deputy Minister of Communications & Associate Secretary of Cabinet

Legislative Background

The current Ministry of Citizenship and Immigration was established by Order-in-Council number 1478/2005. This Order-in-Council sets out the powers and duties of the Minister and the Ministry and provides the Acts for which the Minister is responsible.

According to Order-in-Council 1478/2005, as amended by O.C. 556/2007 and O.C. 1766/2009, the Minister of Citizenship and Immigration is responsible for the administration of the following Acts:

Fair Access to Regulated Professions Act, 2006, S.O. 2006, c. 31.

To practise in a profession in Ontario, practitioners must be registered by the governing body of the profession. The purpose of the Act is to help ensure that regulated professions and individuals applying for registration by regulated professions are governed by registration practices that are transparent, impartial, objective and fair.

The regulated professions to which the Act applies are listed in Schedule 1 of the Act which may be amended by regulation. The Act sets out a general duty of fairness in respect of registration practices. It also establishes specific duties for regulated professions, such as providing information to applicants about registration practices, ensuring registration decisions are made within a reasonable time and providing an appeal process.

The Act provides for the appointment of a Fairness Commissioner. Among other duties, the Fairness Commissioner will assess the registration practices of regulated professions. Regulated professions will be required to review their registration practices on an on-going basis and to submit annual fair registration practice reports to the Fairness Commissioner. Audits will be conducted of each regulated profession every three years or at such times as the Fairness Commissioner may specify.

The Fairness Commissioner is given the power to make compliance orders against a regulated profession. It is an offence to fail to comply with an order of the Fairness Commissioner.

The Act also establishes the Access Centre for Internationally Trained Individuals, known as “Global Experience Ontario” or “GEO”, to provide information and assistance to internationally trained individuals and others.

Holocaust Memorial Day Act, 1998, S.O. 1998, c.25

The Act proclaims Yom ha-Shoah as determined by the Jewish lunar calendar as Holocaust Memorial Day.

Holodomor Memorial Day Act, 2009, S.O. 2009, c.7

The Act proclaims the fourth Saturday in November in each year as Holodomor Memorial Day.

***Ministry of Citizenship and Culture Act, R.S.O. 1990, c. M. 18*, in respect of activities and programs respecting citizenship and immigration**

This Act was created for a Ministry which was subsequently reconfigured.

By Order-in-Council, powers and duties under this legislation relating to citizenship were transferred to the Minister of Citizenship & Immigration. Powers and duties relating to culture were transferred to the Minister of Tourism and Culture.

The Act gives the Minister charge of the Ministry and responsibility for administration of its legislation. The Act allows the Minister to delegate statutory powers or duties to the Deputy Minister or to any employee of the Ministry.

The Act's objectives include encouraging "full, equal and responsible citizenship among the residents of Ontario" and recognizing "the pluralistic nature of Ontario society".

By 2007 amendments, the Minister is empowered to establish, charge and refund fees to recover the costs of any services that are provided by the Ministry.

Remembrance Day Observance Act, 1997, S.O. 1997, c. 18

The Act declares two minutes of silence on Remembrance Day. Observance is to be voluntary.

Vimy Ridge Day Act, 2010, S.O. 2010, c. 3

The Act proclaims April 9 in each year as Vimy Ridge Day.

Agencies, Boards and Commissions (ABCs)

The Ministry's agencies, boards and commissions are the:

Advisory Council to The Order of Ontario:

The Order of Ontario is the province's highest official honour. An independent Advisory Council recommends individuals to receive this honour in recognition of their excellence and achievement in Ontario and around the world.

Office of the Fairness Commissioner (OFC):

The OFC is responsible for assessing the registration practices of regulated professions. Its purpose is to make sure these practices are transparent, objective, impartial and fair for anyone applying to practise his or her profession, particularly for internationally trained individuals.

Ontario Medal for Young Volunteers Advisory Council:

An independent Advisory Council recommends youth, between the ages of 15 and 24, to receive the Ontario Medal for Young Volunteers in recognition of their outstanding volunteer achievements.

Province of Ontario Medal for Firefighters Bravery Advisory Council:

An independent Advisory Council recommends firefighters to receive the Ontario Medal for Firefighter Bravery in recognition of their acts of outstanding courage and bravery while on or off duty.

Province of Ontario Medal for Police Bravery Advisory Council:

An independent Advisory Council recommends police officers to receive the Ontario Medal for Police Bravery in recognition of their acts of outstanding courage and bravery while on or off duty.

Province of Ontario Medal for Good Citizenship Advisory Council:

An independent Advisory Council recommends individuals to receive the Ontario Medal of Good Citizenship in recognition of their outstanding long-term efforts and outstanding contributions to the well-being of their communities.

Agencies, Boards and Commissions (ABCs)

Name	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
Advisory Council to the Order of Ontario	N/A	-	N/A	-	N/A	-
Office of the Fairness Commissioner	1,689,900	-	1,689,900	-	1,689,900	-
Ontario Medal for Young Volunteers Advisory Council	N/A	-	N/A	-	N/A	-
Province of Ontario Medal for Fire Fighters Bravery Advisory Council	N/A	-	N/A	-	N/A	-
Province of Ontario Medal for Police Bravery Advisory Council	N/A	-	N/A	-	N/A	-
Province of Ontario Medal for Good Citizenship Advisory Council	N/A	-	N/A	-	N/A	-

Published Results-based Plan 2011-12

The Ministry's Results-based Plan for 2011-12 directly support the key government priorities of a **"Strong Economy"** and **"Education and Training"** by improving the economic and social outcomes of newcomers, increasing the competitiveness of employers and strengthening Ontario's economy and innovation agenda. These government priorities are also supported by the Ontario Women's Directorate through training programs and employment support that help low income women gain economic independence.

The Ontario Women's Directorate also supports the priority of **"Stronger, Safer Communities"** through the implementation of the government's Domestic Violence Action Plan, Sexual Violence Action Plan and the Strategic Framework to end violence against aboriginal women.

Further, MCI continues to build on the priority of building **"Strong, Healthy and Vibrant Communities"** through partnering with the not-for-profit sector and the promotion of greater social inclusion, civic and community engagement, and recognition.

The table below illustrates the Ministry's key strategies and expected results for this fiscal year (2011-12).

"Strong Economy" and "Education and Training"

MCI's Key Strategies for 2011-12

The Ministry's key strategies to support a "Strong Economy" and "Education and Training" for 2011-12 include:

- Supporting bridge training programs for internationally trained individuals to get licensed and find employment that uses their skills and experience.
- Enhancing adult non-credit language training ESL/FSL programs to help newcomers acquire the language skills they need to settle and find employment in Ontario.
- Supporting comprehensive, community-based settlement services for newcomers through the Newcomer Settlement Program and Local Immigration Partnerships.
- Ensuring that immigrants have the opportunity to fully utilize their skills within the Ontario labour market as quickly as possible by supporting the implementation of the:
  - Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications; and
  - *Fair Access to Regulated Professions Act, 2006.*
- Pursuing a bilateral immigration agreement with the federal government that is in the best interest of Ontario's newcomers.
- Leading the ongoing enhancement of OntarioImmigration.ca to link newcomers, prospective immigrants and employers who need information and resources.
- Connecting newcomers and employers through the Municipal Immigration Information Program and providing municipalities the opportunity to showcase their communities and provide relevant local information.
- Delivering Ontario's Provincial Nominee Program to help address the human resource needs of Ontario employers/investors and enhance the ability to attract international students.
- Developing and promoting Local Immigration Partnerships to strengthen the role of communities in serving and integrating immigrants through sustainable local and regional solutions.
- Working with partner ministries in the development of policies and programs that support newcomers' economic and social integration.
- Managing the expansion of the Language Interpreter Services program for victims of sexual violence including those who have been sexually exploited through human trafficking.
- Implementing employment training and other initiatives to increase women's economic independence.

"Strong Economy" and "Education and Training"

Expected Results

MCI's key strategies for 2011-12 will lead to:

- Better information to help newcomers make more informed decisions about immigration to Ontario and educating employers on the benefits of attracting, recruiting and retaining highly skilled immigrants.
- Increasing the competitiveness of Ontario businesses and strengthening the province's economy through the successful attraction and retention of skilled workers and international graduates in Ontario.
- Skilled newcomers getting their licence, certificate, and/or employment as a result of bridge training programs.
- Newcomers acquiring the language skills they need to settle and find employment in Ontario.
- Improved foreign qualifications assessment and recognition processes in Canada so that newcomers can begin working in their fields faster.
- Increased employment opportunities for low-income women and women who are victims or at risk of domestic violence.

"Strong, Healthy and Vibrant Communities"

MCI's Key Strategies for 2011-12

The Ministry's key strategies to support a "Strong, Healthy and Vibrant Communities" for 2011-12 include:

- Implementing several key recommendations from the Partnership Project report for the government to be more responsive, supportive and accessible to not-for-profit organizations.
- Partnering with the not-for-profit sector through the Strategic Partnership Initiatives (SPI) program by:
  - Helping the not-for-profit sector build capacity and encouraging volunteering through investing in projects that support sound management practices, diversity, and new solutions; and
  - Promoting greater awareness of the value of active citizenship and volunteering.
- Recognizing the contributions Ontarians make to their communities and to the Province.

Expected Results

MCI's key strategies for 2011-12 will lead to:

- Increased capacity of not-for-profits to attract and involve volunteers and/or deliver services to their communities.
- A strong, effective and responsive partnership between the Government of Ontario's the not-for-profit sector.

"Stronger, Safer Communities"

MCI's Key Strategies for 2011-12

The Ministry's key strategies to support "Stronger, Safer Communities" for 2011-12 include:

- Implementing a wide range of initiatives to support the government's Domestic Violence and Sexual Violence Action Plans and the Strategic Framework to End Violence Against Aboriginal Women, including:
    - expansion of Language Interpreter Services program to serve victims of sexual violence; expansion of Neighbours Friends and Families campaign to newcomer communities and in workplaces; provincial conference on sexual violence public education; forum on sexual abuse and the elderly; sexual violence research, consultations and leadership development in Aboriginal communities; training of professionals on DV and SV and development of curriculum for law schools; and employment initiatives to support vulnerable women.

Expected Results

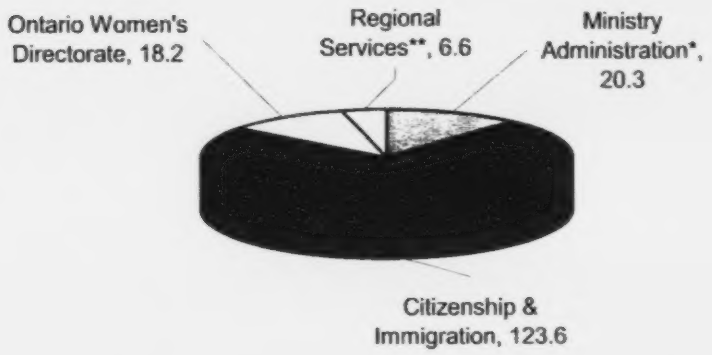
MCI's key strategies for 2011-12 will lead to:

- A broad spectrum of partners engaged in prevention of violence against women.
- Changes in the attitudes that perpetuate violence against women.
- Earlier identification of women at risk of violence and more efficient/effective supports for victims.

MINISTRY FINANCIAL INFORMATION

The Ministry of Citizenship and Immigration's investment to government priorities in 2011-12 is illustrated in the following chart.

Ministry Allocation of 2011-12 Base Spending ($Millions)



* The Corporate Services Division within Ministry Administraton serves the ministries: Ministry of Citizenship and Immigration and the Ministry of Tourism and Culture.

** The Regional Services Branch serves the Ministry of Citizenship and Immigration, the Ministry of Tourism and Culture, and the Ministry of Health Promotion and Sport.

Table 1: Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures ($M)
Operating (1)	**102.0**
Capital	**0.0**
TOTAL	**102.0**

Note 1: Operating total includes ($66.7M) in consolidated adjustments

MINISTRY FINANCIAL INFORMATION

MINISTRY OF CITIZENSHIP AND IMMIGRATION
Table 2: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2011-12	Change from Estimates 2010-11		Estimates 2010-11 *	Interim Actuals 2010-11 *	Actuals 2009-10 *
	$	$	%	$	$	$
OPERATING AND CAPITAL EXPENSE						
OPERATING EXPENSE						
Ministry Administration	20,261,000	126,800	0.6	20,134,200	20,892,300	21,160,398
Citizenship and Immigration	123,590,800	(10,264,800)	(7.7)	133,855,600	133,297,700	128,521,412
Ontario Women's Directorate	18,232,200	1,020,000	5.9	17,212,200	16,949,800	16,541,378
Regional Services	6,596,900	(738,300)	(10.1)	7,335,200	7,397,400	7,088,501
CAPITAL EXPENSE						
Ministry Administration	1,000	-	-	1,000	-	-
Regional Services	1,000	-	-	1,000	-	-
Total Including Special Warrants	**168,682,900**	**(9,856,300)**	**(5.5)**	**178,539,200**	**178,537,200**	**173,311,689**
Less: Special Warrants	-	-	-	-	-	-
Total Operating and Capital Expense to be Voted	**168,682,900**	**(9,856,300)**	**(5.5)**	**178,539,200**	**178,537,200**	**173,311,689**
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	80,187	-	-	80,187	80,187	73,329
Statutory Appropriations-Amortization	2,000	-	-	2,000	-	-
Ministry total Operating & Capital Expense	168,765,087	(9,856,300)	(5.5)	178,621,387	178,617,387	173,385,018
Consolidations	(66,721,000)	(483,600)	0.7	(66,237,400)	(70,986,800)	(72,214,747)
Ministry Total including Consolidation & Other Adjustments	**102,044,087**	**(10,339,900)**	**(9.2)**	**112,383,987**	**107,630,587**	**101,170,271**
CAPITAL ASSETS						
Ministry Administration	1,000	-	-	1,000	-	-
Regional Services	1,000	-	-	1,000	-	-
Total to be Voted	**2,000**	-	-	2,000	-	-
Statutory Appropriations						
Total Capital Assets to be Voted	**2,000**	-	-	**2,000**	-	-

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim Actuals reflect the numbers presented in the Ontario Budget.

Note: Commencing in 2009-10, the Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between 2011-12, 2010-11, and 2009-10 may not be meaningful.

APPENDIX: ANNUAL REPORT 2010-11

APPENDIX: ANNUAL REPORT 2010-11

The table below illustrates the key results achieved by the Ministry in the 2010-11 fiscal year. The results respond to the strategies put forward in the Ministry's Results-based Plan and reflect the following three government priorities:

- "Strong People Strong Economy" - through maximizing the economic and social benefits of immigration and women's economic independence.
- "Stronger Democracy" - through recognizing and promoting active and responsible citizenship and volunteerism.
- "Stronger Safer Communities" - through improving services and supports to women.

"Strong People Strong Economy"	
Key Strategies	**Results Achieved in 2010-11**
Working through the Canada-Ontario Immigration Agreement to achieve improved results for newcomers coming to Ontario.	There have been a number of successful initiatives and accomplishments under *Canada-Ontario Immigration Agreement* (COIA) since the agreement was signed in November 2005. For example: • Increasing funding to newcomer programs in Ontario, such as settlement and language training. • Enhancing the role of municipalities in immigration planning and settlement. COIA was the first immigration agreement to include a formal role for municipalities. • Creating Opportunities Ontario: Provincial Nominee Program which provides the province the ability to nominate economic immigrants and international graduate students from Ontario universities for entry to Canada as permanent residents. • Partnering with the municipal and federal governments to deliver the Municipal Immigration Information Online program to attract, settle and integrate newcomers and potential immigrants into Ontario communities. • Partnering with the Association of Municipalities of Ontario, the City of Toronto, and the federal government to launch the Local Immigration Partnership program to help local communities and stakeholders plan and coordinate services for newcomers.

"Strong People Strong Economy"	
Key Strategies	**Results Achieved in 2010-11**
Negotiating a new immigration agreement with the federal government.	The *Canada-Ontario Immigration Agreement* (COIA) extension expired on March 31, 2011. After more than 18 months of Ontario asking for negotiations to begin, negotiations between Canada and Ontario began in January 2011 and were paused on March 25, 2011 as a result of the federal election call. Ontario is negotiating for fairness to Ontario and Ontario's newcomers, sustainable and adequate funding, a greater role on selection of immigrants and greater responsibility for administration of settlement funding. Ontario worked with the federal government to secure continuity of key programs in the absence of an agreement, for example: • Opportunities Ontario: Provincial Nominee Program was extended to May 2012. • The Ontario government has secured $22 million from the federal government over two years to help internationally-trained individuals through bridge training programs across the province. Ontario will continue to actively pursue a bilateral immigration agreement with the federal government that is in the best interest of Ontario's newcomers.
Delivering Opportunities Ontario: Provincial Nominee Program to help address the human resource needs of Ontario employers/investors and enhance the ability to attract international students.	In 2010-11, MCI continued to enhance and streamline access to the Opportunities Ontario: Provincial Nominee Program. For example, the Program has been expanded to allow international Doctoral and Master's students graduating from a publicly funded university in Ontario to apply for permanent residence without a job offer. To date, key accomplishments of the Opportunities Ontario: Provincial Nominee Program include: • More than half of all Ontario universities used the program to retain world class professors and deliver better education to Ontarians; • 17 Ontario hospitals used this program to retain specialist doctors and nurses to provide better health services to Ontarians; • More than $50 million worth of new investments and hundreds of new jobs for Ontarians have been created as a result of the program; and • 2010 survey results showed that Ontario nominees are gainfully employed in permanent, skilled jobs that pay a market wage.

"Strong People Strong Economy"	
Key Strategies	**Results Achieved in 2010-11**
Providing improved information to prospective immigrants, newcomers and employers through www.OntarioImmigration.ca.	This year, MCI continued to expand the reach of Ontario's immigration portal, www.OntarioImmigration.ca to help engage local communities in the delivery of local immigration information and initiatives to attract and integrate newcomers into Ontario communities. As of October 2010, 21 municipal immigration websites have been launched representing 128 communities. Geographically, these projects represent over 90% of the landings to Ontario. This year, the portal received over one million visits and underwent a series of enhancements, including: • Adding an employers section which features an embedded "Employers Roadmap" through a partnership with HireImmigrants.ca. This is an interactive tool and resource for employers to attract, recruit and retain highly skilled immigrants; and • Creating a mobile version of the portal for smart-phones.
Delivering the Newcomer Settlement, Language Interpreter Services, and Ontario's Community Builders programs.	MCI continued to deliver the Newcomer Settlement Program to support the successful settlement and integration of newcomers to Ontario. In 2010-11, the Program provided $5.7 million in funding to a network of 76 settlement agencies across the province. This funding will enable settlement agencies to deliver programs and services that help newcomers to successfully settle and integrate in Ontario. Each year approximately 80,000 newcomers benefit from Newcomer Settlement Program funded settlement services. This year, in order to respond to the unexpected and unilateral federal government funding cuts to settlement agencies of approximately 44 million dollars, MCI set up a stabilization fund to support a number of agencies through the transition and instability resulting from the sudden loss of 100% of their federal funding. Language Interpreter Services funding supports agencies to recruit, train, and evaluate interpreters and to deliver language interpreter services for victims of domestic violence on a 24/7 basis in over 60 languages to approximately 5,900 clients annually. In February 2011, MCI received approval to expand the eligibility of the Language Interpreter Services program to serve women who have experienced sexual assault as well as those who have been sexually exploited through human trafficking. This includes: • Over $3.7M in funding over four years beginning April 2011 for this expansion reaching up to 1,800 new clients.

"Strong People Strong Economy"	
Key Strategies	**Results Achieved in 2010-11**
Developing a standardized Ontario Orientation Program for newcomers in partnership with the federal government.	This year MCI continued to work with the federal government and George Brown College in the development of the Orientation to Ontario program. When completed, the program will enhance newcomers' access to information about settling in Ontario.
Enhancing and strengthening adult non-credit language training programs to address the needs of newcomers.	Implementation of the redesign of Ontario's Adult Non-Credit ESL/FSL Language Training Program will ensure that the language training: • Is learner-focused and results-based; • Addresses the full spectrum of adult language training needs; • Aligns with provincial objectives for adult education; and • Coordinates with federal language training programs. For the 2010-11 school year, key program enhancements included: • Increasing funding for Adult Non-Credit Language Training Program for the 2010-11 school year; • Aligning courses to the Canadian Language Benchmarks; and • Introducing an electronic reporting system for the Adult Non-Credit Language Training Program. In addition, MCI, in partnership with the federal government, began developing a Coordinated Language Assessment and Referral System (CLARS). The CLARS pilots were launched in January 2011 with pilots in three regions across Ontario. CLARS will create a single entry point for all newcomers to have their language skills assessed and be referred to an appropriate language training program, regardless of whether the program is funded by the provincial or federal government. Over 120,000 learners enrolled in Ontario's Adult Non-Credit Language Training Program per year with classes delivered at over 350 locations across Ontario.

"Strong People Strong Economy"	
Key Strategies	**Results Achieved in 2010-11**
Continuing to implement the *Fair Access to Regulated Professions Act, 2006*, to help remove barriers for licensure.	MCI continued to be a leader in creating opportunities for internationally trained individuals to use their skills in Ontario's workplaces by helping remove unfair barriers for licensure and employment. For example: • MCI continued to support the Fairness Commissioner to identify and address regulatory barriers to foreign professionals being accredited to work in Ontario. • MCI continued to work with the federal government and provincial governments in the implementation of the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications to provide a fair, timely and consistent system for newcomers to Canada. • MCI's Global Experience Ontario continued to provide assistance and information for internationally trained professionals. These initiatives provide newcomers with quick responses about their qualifications and help establish a clear path for them to seek work in Ontario.
Developing the Local Immigration Partnerships program with the federal government and municipalities.	MCI's continued to collaborate with municipalities and federal government on Local Immigration Partnerships to bring together local stakeholders to develop and implement action plans to receive, integrate and retain newcomers in their communities. To date, there are 35 established Local Immigration Partnerships in communities across Ontario. Key accomplishments this year included: • MCI, in partnership with Citizenship and Immigration Canada and members of the Association of Municipalities of Ontario, developed and released a Local Immigration Partnership Resource Guide. • The Local Immigration Partnership Model was recognized as a best practice by the federal government's Standing Committee Report on Best Practices in Settlement Services.
Leading Ontario's participation in the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications.*	Ontario continued to work closely with the federal government and other provinces and territories to implement the *Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications* and improve foreign qualification recognition practices across Canada. This year, MCI, in partnership with Citizenship and Immigration Canada, successfully co-led national consultations with regulatory bodies and key Foreign Qualification Recognition (FQR) stakeholders regarding pan-Canadian priorities for future FQR work for the 2010 target occupations. The consultations helped identify existing best practices that can be applied at the pan-Canadian level, prioritize potential pan-Canadian initiatives to meet FQR Framework commitments, inform funding investments, and help both funders and stakeholders maximize resources.

“Strong People Strong Economy”	
Key Strategies	**Results Achieved in 2010-11**
Continuing to deliver enhanced bridge training programs that support skilled newcomers.	MCI's bridging training programs assess a newcomer's skills, education and experience and provide targeted training and services to remove barriers to licensure and/or employment. Bridge training programs have been designed to target over 100 professions and trades. Success stories to date include: • Pharmacy - The International Pharmacy Graduate Ontario Bridge Training Program at the University of Toronto has improved the pass rate on the pharmacy licensure exam from 20% to more than 90%. • 93% of the graduates of the Access to the Early Childhood Field bridge training program have become licensed to practice as Early Childhood Educators. This year MCI continued its investment in bridge training programs for newcomers to Ontario. For example, in 2010-11, MCI funded 22 new programs and 18 existing programs. These programs are expected to help more than 6,000 highly skilled newcomers find jobs that match their qualifications and experience. Since 2003, we have invested more than $175M in more than 220 bridge training programs in over 100 professions and trades to help about 41,000 highly skilled newcomers find work that is consistent with their education and experience. MCI also signed a two-year contribution agreement with the federal government to further expand bridging opportunities for newcomers in Ontario for $22 million. MCI continued to work with the Ministry of Training, Colleges and Universities to implement the Ontario Bridging Participant Assistance Program which provides bursary assistance to bridging participants with financial needs in programs not approved for the Ontario Student Assistance Program.
Working with partner ministries in the development of policies and programs that support newcomers' economic and social integration.	MCI continued to work with other ministries to support newcomers' economic integration and social inclusion. Key activities in 2010-11 included: • Partnering with the Ministry of Intergovernmental Affairs to support the negotiation of a successor agreement to the Canada-Ontario Immigration Agreement. • Working with partner ministries to ensure the unique needs of newcomers are reflected in new initiatives launched this year, including the Mental Health and Addictions Strategy; and Long-Term Affordable Housing Strategy. • Working with the Office of Francophone Affairs in providing settlement supports for Francophone newcomers. • Continuing to work with the Ministry of Training, Colleges and Universities regarding the implementation of the Agreement on Internal Trade and the development of the Foreign Qualification Recognition framework.

"Strong People Strong Economy"	
Key Strategies	**Results Achieved in 2010-11**
Implementing training and other initiatives to increase women's economic independence.	This year, Ontario Women's Directorate (OWD) continued to invest in training to enhance women's economic independence: • 249 low-income women received training to secure high paying jobs in the skilled trades and IT sector. • 647 abused or at risk women received training to develop new skills in order to find employment and ultimately, gain economic independence for themselves and their children.

"Stronger Democracy"	
Key Strategies	**Results Achieved in 2010-11**
Consulting with the not-for-profit sector and key ministries to develop a new framework for a stronger partnership.	In an effort to strengthen the Ontario government's relationship with the not-for-profit sector, MCI, in partnership with the Ontario Trillium Foundation, launched the Partnership Project in April 2010. In March 2011, Ontario released the Partnership Project report. The report was developed through extensive consultation with more than 600 representatives of the not-for-profit sector in communities across the province and online. Participants in the consultations were invited to share their views on how government can be more responsive, supportive and accessible to the sector. Participants advised on legislation, policies, structural issues and funding mechanisms. They also contributed ideas on how to better coordinate policy, research and communication with and for the sector. The Partnership Project report provides a concrete strategy on ways the government can be more responsive, supportive and accessible to not-for-profit organizations. A Partnership Project Office will also be established to help renew, streamline, and modernize the government's relationship with community organizations. The Partnership Project will issue an annual report on the state of the not-for-profit sector and the progress made in the strengthening of the sector and its relationship with the government. A forum will be convened on the future of volunteerism in Ontario to mark the ten year anniversary of the International Year of the Volunteer and further strengthen, support and acknowledge volunteerism.
Promoting active citizenship and volunteer engagement.	MCI continued to support initiatives that promote active citizenship and volunteer engagement. Highlights for 2010-11 include: • The 2010 Volunteer Service Awards, which honoured the achievements of volunteers through 47 ceremonies, in 35 communities across Ontario. This year, more than 10,000 Ontarians were recognized for volunteering their time and talents freely. • The ChangeTheWorld: Ontario Youth Volunteer Challenge, a three-week campaign which gets high school students to volunteer in their community. This year's campaign surpassed its goal of 10,000 youth volunteering 3 hours over 3 weeks.

"Stronger Democracy"	
Key Strategies	**Results Achieved in 2010-11**
Strengthening the capacity of the not-for-profit sector to provide much needed services to Ontarians.	The Partnership Project report recognized the importance of the not-for-profit sector and acknowledged the Ontario government's commitment to strengthening the sector. The following six key recommendations formed the basis of the report: 1. Promoting a culture of respect and recognition within government and across the province. 2. Providing the not-for-profit sector with an identifiable, central and authoritative point of contact within government. 3. Addressing the funding, operational and capacity challenges facing not-for-profit organizations by adopting an approach – across all ministries – that provides similar supports, consideration and recognition received by for-profit organizations in Ontario. 4. Supporting new ways to reinvigorate Ontario's tradition of volunteerism. 5. Leveraging technology to break down silos, increase transparency, and share information. 6. Investing in social innovation. In 2010-11, in addition to the Partnership Project, MCI continued its investment in the not-for-profit sector through its Strategic Partnership Initiatives (SPI) program, which: • Helps the not-for-profit sector; • Build capacity; • Encourages volunteering through investing in projects that support sound management practices, diversity, and new solutions; and • Creates greater awareness among youth of the value of volunteering. Successful SPI program initiatives this year included: Launching the Youth Opportunities Program to help newcomers and culturally diverse youth gain skills that will help them enter the job market through mentoring and leadership training in their communities. • Supporting the Ontario Volunteer Partnership to strengthen the sector's capacity in several key areas such as governance, financial and operational management, events and facilities management, human resources, volunteer management and volunteerism. • Partnering with Imagine Canada and the Insurance & Liability Resource Centre to host the "Managing Risk with Confidence" conference held in October 2010. The conference focused on key risk management issues in the not-for-profit sector, including best practices in governance, human resources and finance.

"Stronger Democracy"	
Key Strategies	**Results Achieved in 2010-11**
Strengthening the capacity of the not-for-profit sector to provide much needed services to Ontarians. (cont'd)	• Supporting community initiatives across Ontario, including: - The "DiverseCity: The GTA Leadership Project" to promote diversity and help to change the face of leadership in the GTA. The project partners with the Maytree Foundation and the Greater Toronto CivicAction Alliance. - The "Engaging Youth from Diverse Ethno-Cultural Communities" initiative to understand immigrant youth volunteering practices and perceptions in Waterloo Region and to explore local strategies to strengthen their engagement in volunteering. - The "Advancing Cultural Diversity in Volunteer Management" initiative to develop the organizational capacity of community organizations in the 519 and 905 areas to engage and support a more culturally diverse volunteer base.
Recognizing the contributions Ontarians make to their communities and to the province.	Each year, MCI's Honours and Awards Secretariat recognizes Ontarians who make the Province a better place to live. The Secretariat honours a broad spectrum of achievements including: • Recognizing excellence; • Championing voluntarism; • Enhancing race relations and advancing human rights; • Honouring superlative acts of heroism; • Paying tribute to those who have fallen in the line of duty; • Commemorating Remembrance Day; • Promoting the valued work of seniors; and • Celebrating the outstanding achievements of Ontario public servants. This year, MCI worked with the Office of Protocol to support the Royal visit to Ontario, including organizing the Premier's reception for Her Majesty the Queen and HRH, the Duke of Edinburgh, with the appointees to the various provincial Orders.

"Stronger Safer Communities"	
Key Strategies	**Results Achieved in 2010-11**
Leading consultations to develop a new multi-ministry Sexual Violence Action Plan.	Consultations to support the development of the Action Plan were held in the Summer and Fall 2010. In total, 30 meetings were convened with more than 350 survivors, service providers and other experts in the community, health, education and justice sectors. In March 2011, the government launched Ontario's first Sexual Violence Action Plan: *Changing Attitudes, Changing Lives.* The Sexual Violence Action Plan is a four-year strategy with programs designed to: • Prevent sexual violence through increased public education, including initiatives that reflect the diversity of communities across the province. • Expand and improve access to a wide range of services for survivors of sexual violence, including supports on the front lines and in healthcare settings. • Strengthen the criminal justice system's response toward sexual violence, including training for police, crown counsel and other justice personnel. Ontario Women's Directorate (OWD) will contribute over $5.2 million over four years to develop and implement public education campaigns to prevent sexual violence against women and $1.6 million to support the development and delivery of training and education programs for service providers and professionals in the community, health, education and justice sectors. MCI will contribute over $3.7 million in funding over four years to expand language interpretation services to serve victims of sexual violence, including victims of and human trafficking.

"Stronger Safer Communities"	
Key Strategies	**Results Achieved in 2010-11**
Implementing a wide range of public education and training initiatives throughout Ontario to prevent violence against women and improve supports to victims.	OWD continued to invest in ongoing public education and training initiatives across Ontario, such as: • Training for community service providers across Ontario to enhance their skills in providing supports to victims of sexual violence. • Training for front-line professionals and service providers in health, education, justice and community services sectors to improve the support they provide to victims of domestic violence. • Development of resources to help employers and workers understand how to address violence in the workplace, including domestic violence which is a new requirement under the *Occupational Health and Safety Act*. • Promoting and supporting the participation of communities across Ontario in the *Neighbours, Friends and Families*, *Kanawaytowin* and *Voisin Amis et familles campaigns*. These campaigns are raising awareness of the signs of woman abuse in over 200 communities so that those close to an at-risk woman or an abusive man can help. This year, the campaign was expanded to workplaces. • Engaging men and male youth about violence against women through the *It Starts With You It Ends With Him* and *Kizhaay Anishinaabe Niin* campaigns. • Informing vulnerable women in Ontario of their rights and options under Ontario law through the *Family Law Education for Women* campaign. • Leadership development training programs for Aboriginal women to foster the involvement of Aboriginal women in leadership roles within women's organizations, community service boards, businesses and/or governments.
Coordinating the cross-ministry implementation of the government's Domestic Violence Action Plan and developing new initiatives to be included in the Plan.	This year, a number of initiatives were implemented in response to the Minister's Domestic Violence Advisory Council report, for example: • The Women's Centre for Social Justice and Domestic Violence Community Coordinating Committees were supported in their efforts to engage survivors in planning and services. The provincial survivor network now has over 200 members. • A provincial threat assessment and risk management forum of community and justice partners was held to develop a strategy for training of professionals on risk management and threat assessment. • Aboriginal organizations were funded to undertake research on a wide range of issues that have an impact on violence in Aboriginal communities. This research will inform the activities of a joint working group, comprised of ministries and Aboriginal organizations, that was formed to address the high rates of violence against Aboriginal women.

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating (1)	107.6
Capital	0.0
Staff Strength (as of March 31, 2011)	301.4

Note 1: Operating total includes ($71.0M) in consolidated adjustments.

Community Safety and
Correctional Services

Ontario

Published Results-based Plan 2011-12

Ministry of Community Safety and
Correctional Services

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Ministry Vision, Mission/Mandate

The Ontario government is committed to making Ontarians safer in their communities by being tough on crime through strong enforcement and effective crime prevention.

The mandate of the Ministry of Community Safety and Correctional Services (MCSCS) is to ensure that all of Ontario's diverse communities are supported and protected by law enforcement and that public safety and correctional systems are safe, secure, effective, efficient and accountable.

The Ministry's Directional Statement is “serving all of Ontario's diverse communities to keep our province safe.” The Ministry strives to meet this commitment through high performance policing, strong enforcement, leading edge scientific and technological investigative work, emergency management expertise, community safety preparedness and effective inmate supervision and offender rehabilitation.

The Ministry has a wide range of responsibilities, which include:

- **Policing Services** - the Ministry is dedicated to ensuring the safety and security of the public through front-line policing, effective crime prevention, police oversight services and establishing policing standards to make our communities safe.
- **Correctional Services** – the Ministry is committed to enhancing community safety through effective supervision, care, custody and intervention as well as influencing the behavioural change and re-integration of inmates/offenders into Ontario communities. Through the Organizational Effectiveness Division, strategic advice is provided to the leadership within Correctional Services to support the well being of the organization and effect equality-driven cultural change.
- **Public Safety** - the Ministry contributes to public safety programs and the effective administration of justice through the provision of forensic and coroners' investigative services, coroners' inquests, pathology services, and fire safety, including fire investigation/prevention and support of municipal fire services. The
- Ministry is also responsible for the legislation governing private security and animal welfare.
- **Emergency Management** - the Ministry is responsible for the promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario. Its responsibilities include: assisting

or supporting all provincial ministries, municipalities, First Nations and non-governmental organizations; providing advice and assistance for on-going *Emergency Management and Civil Protection Act* activities; coordinating the provincial response to emergencies, critical incidents and major events via the Provincial Emergency Operations Centre on a 24/7 basis, while maintaining the provincial emergency response plans as well as the Ministry's Order-in-Council plans; providing liaison and coordination for emergency management activities with adjacent provinces, the United States and the federal government; and operating the Ministry Emergency Operations Centre (MEOC) as an essential element of its mandate to manage and maintain the Ministry's emergency management program.

- **Inter-Ministerial Liaison** - the Ministry is committed to working with its Justice sector partners, the Ministries of the Attorney General and Children and Youth Services, to transform the way justice works for the people of Ontario by building a more responsive and efficient justice system.

Key Priorities and Results

Every family deserves to feel safe and secure in their home and on the streets of their community. The Ontario government's approach to personal and community safety is to be tough on crime and the causes of crime. The Ministry is dedicated to keeping Ontario's diverse communities safe by focusing on five key goals:

1. **Deliver services and set standards, policies and guidelines in policing, corrections and public safety to keep Ontario's communities and Ontarians safe.**
    - Take a leadership role in child sexual exploitation investigations and continue to administer the Provincial strategy against child sexual abuse and exploitations on the Internet with Municipal police agencies across the province.
    - Support the implementation of Ontario's Mobilization & Engagement Model of Community Policing.
    - Implement recommendations of the Public Inquiry into Paediatric Forensic Pathology in Ontario to strengthen Ontario's death investigation system.
    - Implement recommendations arising from the Cornwall Public Inquiry.
    - Ensure police are equipped with the tools to enforce traffic safety measures and help keep dangerous drivers off the road.
    - Effectively manage the adult corrections population and reduce re-offending through early intervention, intensive supervision, enforcement, diversion and rehabilitation.

- Continue to raise standards in the private security industry.
- Establish and maintain partnerships for response to large scale emergencies, critical incidents and major events.

2. **Contribute to an effective, efficient and seamless justice system that serves all of Ontario's diverse communities.**
    - Manage capacity pressures in correctional institutions and address remand issues through ongoing operational capacity review and infrastructure initiatives.
    - Leverage science and technology functions to improve and support the delivery of effective public safety services including the development of a new Forensic Services and Coroner's Complex.

3. **Deliver responsive programs and services that meet the unique needs of Ontario's diverse communities.**
    - Support our aging population through programs such as Crime Stoppers, Senior Busters and Phone Busters.
    - Provide public education regarding fire safety and emergency management for diverse, newcomer and hard to reach communities.
    - Enhance the number of diverse programs for racialized, Aboriginal, female and French speaking inmates/offenders.

4. **Work with Aboriginal communities to address their community safety service delivery needs and develop harmonious and mutually respectful relationships.**
    - Collaborate with First Nations and the Ministry of Aboriginal Affairs to address policing related recommendations of the Ipperwash Inquiry.
    - Cooperate with the Ministry of the Attorney General on a variety of initiatives that contribute to reaching the goals and objectives of Ontario's Aboriginal Justice Strategy.
    - Develop and implement a plan with First Nations concerning the death investigation process as it pertains to aboriginal culture and beliefs.

5. **Lead and promote a healthy, diverse and engaged workforce and organization that reflects the Ministry's values and the communities we serve.**
    - Identify and remove systemic barriers to equity and inclusion and ensure that the Ministry's outreach, recruitment, retention and promotion systems are inclusive and representative of Ontario's diversity.
    - Increase employee engagement.

Key Performance Measures

The Ministry is committed to making Ontarians safe in their communities by focusing on the following performance measures:

- The rate of traffic fatalities[1] in areas of Ontario Provincial Police (OPP) jurisdiction per 10,000 vehicles registered was 0.40 in 2010. The OPP is committed to maintaining the rate of traffic fatalities in OPP jurisdictions at or below the three-year provincial average. The 2011 target, based on the 2008-2010 average, is 0.39.

- The clearance rate for violent crimes[1] in OPP jurisdictions was 89.6% in 2010. The OPP is committed to maintaining clearance rate for violent crimes in OPP jurisdictions at or above the three-year provincial average. The 2011 target, based on the 2008-2010 average, is 90.2%.

- The rate of injuries in preventable structure fires per million population (based on a five-year rolling average) was reduced from the baseline of 73.1 (1997 to 2001) to 54.8 in 2010 (results based on 2009 data). In 2011-12, the Ministry is committed to maintaining the rate at or below the five-year rolling average of 53.5 injuries per million population [2].

- There were no escapes from secure areas of Adult Institutions in 2010-11 (year-to-date)[3]. The Ministry is committed to ensuring no escapes.

Ministry Activities

COMMUNITY SAFETY

Public Safety Division

The Public Safety Division works with its policing partners to promote community safety. Activities include: training through the Ontario Police College; scientific analysis in the Centre of Forensic Sciences; licensing of private security practitioners; development of guidelines and standards; monitoring and inspecting police services; distribution of crime prevention grants; support for intelligence led operations; management of provincial appointments and selections systems; delivery of the Major Case

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[1] Reported on a calendar year.

[2] Due to delay in reporting from municipalities, the Ministry has introduced a lag of one year when reporting on this measure to ensure availability of data. As a result, 2011-12 reporting will reflect 2010 results. Target of 53.5 injuries in preventable structure fires per million population is based on 2005-2009 five-year average.

[3] 2010-11 year-to-date information is from April 1, 2010 to January 31, 2011.

Management system; Court Security; the promotion of animal welfare; and representing the Province in negotiating tripartite First Nations Policing Agreements.

Ontario Provincial Police

The OPP delivers provincial, First Nations and municipal policing services. The OPP has a unique mandate among police services, providing both provincial policing and policing services to municipalities. Responsibilities include: policing provincial highways, waterways and snowmobile trails; conducting province-wide criminal investigations in areas such as child pornography, drug enforcement and organized crime; and providing specialized services and support. Working closely with Emergency Management Ontario, and other agencies and ministries, the OPP contributes to the Ministry's emergency plan. In support of the Province's anti-terrorism, emergency and disaster management strategy, the OPP's Provincial Anti-Terrorism Section conducts multi-jurisdictional strategic intelligence operations on matters involving international, domestic and issue specific terrorism in Ontario and the Urban Search and Rescue - Chemical, Biological, Radiological, Nuclear and Explosive (USAR-CBRNE) Response Team responds to any high level emergency.

Emergency Management Ontario

Emergency Management Ontario (EMO) is responsible for the promotion, development, implementation and maintenance of emergency management programs throughout Ontario by assisting or supporting all provincial ministries, municipalities, First Nations and non-governmental organizations. EMO provides advice and assistance for all on-going *Emergency Management and Civil Protection Act* activities and coordinates the provincial response to emergencies, critical incidents and major events in the province. EMO provides liaison and coordination for emergency management activities with adjacent provinces and states as well as the federal government.

Office of the Chief Coroner and Ontario Forensic Pathology Service

The Office of the Chief Coroner's (OCC) mandate is to answer questions surrounding deaths through investigation and/or publicly held inquests under the *Coroners Act* and to use the information gathered to prevent similar deaths and to promote public safety. The OCC is particularly concerned with deaths that are sudden and unexpected and they look to answer five questions - who, what, why, where and how a person died.

The Ontario Forensic Pathology Service (OFPS) is the legislatively defined system that provides forensic pathology services under the *Coroners Act*, as amended on July 27, 2009. The OFPS provides medico legal autopsy services for public death investigations at the request of and under the legal authority of Ontario coroners.

Office of the Fire Marshal

The Office of the Fire Marshal (OFM) works to minimize the loss of life and property from fire in Ontario by supporting municipalities, fire services and other public safety agencies to meet the needs of their communities, including public education, fire prevention, firefighting, fire protection, training and fire investigation. The OFM also advises the government on public fire safety, policy, standards and legislation relating to fire prevention and protection and investigating the cause, origin and circumstances of any fire/explosion that might have caused a loss of life, serious injury or damage to property.

CORRECTIONAL SERVICES

The mandate of Correctional Services is to supervise the detention and release of adult inmates, provide supervision to offenders serving sentences in the community on Ontario parole, conditional sentence or probation, and to provide training, rehabilitative treatment and services designed to create an environment in which offenders may achieve changes in attitude and behaviour that provide opportunities for successful reintegration into the community. Correctional Services has four divisions: Institutional Services (IS), Community Services (CS), Organizational Effectiveness Division (OED) and the Operational Support Division (OSD). Authority for IS and CS is provided under both provincial and federal legislation including the *Ministry of Correctional Services Act*, *Provincial Offences Act* and the *Criminal Code of Canada*.

OED is leading the Ministry's organizational culture change to foster healthy, diverse, accessible and equitable workplaces. It provides strategic leadership in transformational and cultural change in response to issues of discrimination, and inequity in Ministry workplaces by providing education and training on human rights, Workplace Discrimination and Harassment Prevention Policy, organizational change, conflict resolution and workplace restoration. OED oversees the recruitment of Correctional Officers to ensure a barrier-free process. In addition, OED advises and supports leadership and management on Aboriginal issues and provides education and training on Aboriginal culture awareness.

MINISTRY ADMINISTRATION, POLICY AND JUSTICE TECHNOLOGY SERVICES

Ministry Administration Program

The Ministry's core businesses are supported by corporate services that provide leadership, direction, planning and modern controllership. Ministry administration activities include the Minister's Office, Office of the Deputy Minister of Community Safety, Office of the Deputy Minister of Correctional Services, Office of the Chief Administrative Officer, Communications Branch, Legal Services Branch, Business and Financial Planning Branch, Procurement and Business Improvement Branch, Strategic Business Unit, and Facilities Branch that co-ordinates and delivers capital projects and manages accommodations for all Ministry locations across Ontario. The program also shares justice sector services for freedom of information, French language services, and audit.

Policy and Strategic Planning Division

Reporting to the Deputy Minister of Community Safety and the Deputy Minister of Correctional Services, this corporate division is responsible for leading/coordinating the development of advice, analysis and recommendations in support of Ministry and Government priorities. Key functions/services include policy development, strategic planning, project management, research and evaluation, and coordination of the Ministry's Federal/Provincial/Territorial justice activities.

Justice Technology Services Cluster

The Justice Information & Information Technology (I&IT) Cluster delivers reliable and cost-effective technology services in alignment with the corporate I&IT Strategic Plan that enable and support business priorities and goals across the Justice Sector ministries. The Cluster serves the Ministry of Community Safety and Correctional Services and the Ministry of the Attorney General in their entirety, as the major components of Ontario's Justice Enterprise, including their respective Agencies, Boards and Commissions (ABCs), and the Ministry of Children and Youth Services, Youth Justice Services Division. Key support is provided in technology solutions, information management and planning, services management, security and project management.

Highlights of Achievements

The Ministry of Community Safety and Correctional Services is committed to ensuring that Ontario's communities are supported and protected by law enforcement and public safety systems that are safe, secure, effective, efficient and accountable.

Safer Streets for Ontario Families

- Boosting support for successful province-wide anti-violence strategy
- Collaborating with other provinces to help catch criminals
- More Reduce Impaired Driving Everywhere (RIDE) spot checks along Ontario's streets, highways and waterways
- Putting more police officers on the streets
- Professionalizing Ontario's private security industry

Strong Partnerships to Serve Ontario's Communities

- Collaborating with Police Services to help at-risk youth by improving school safety
- Supporting community-based projects under Ontario's Safer and Vital Communities Grant program to help youth stay safe and avoid crime
- Reducing public and first responder risk from marijuana grow-ops
- Making homes safer for vulnerable Ontarians
- Strengthening emergency response capabilities

Sustainable First Nations Policing

- Investing in critical policing infrastructure
- New tripartite policing agreements

More Accountable Death Investigation System

- Increasing oversight of coroners and forensic pathologists

Investing in Infrastructure

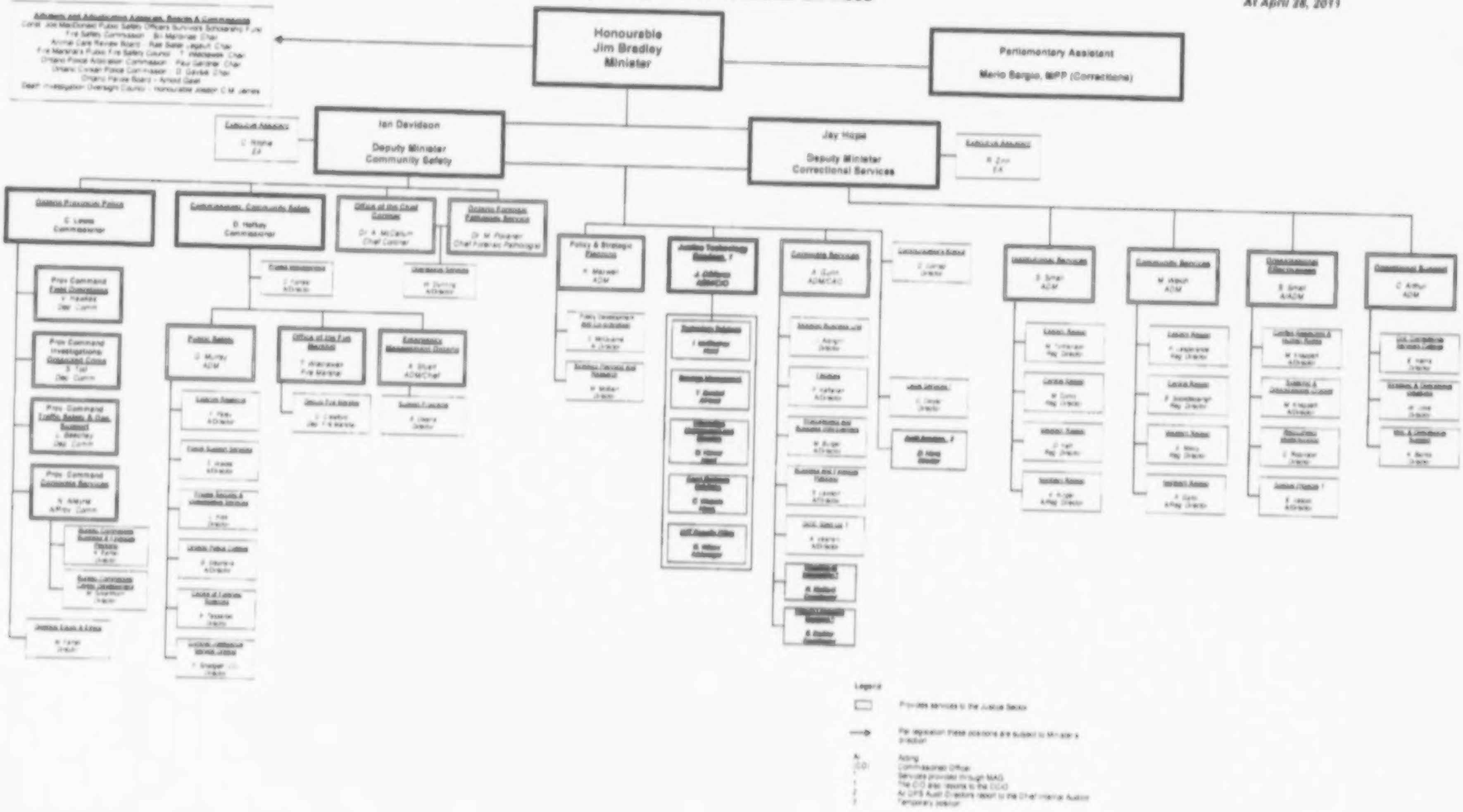
- Supporting safer communities by upgrading OPP facilities
- Breaking ground on the new Forensic Services and Coroner's Complex
- Modernizing Ontario's correctional infrastructure and reducing overcrowding

Details of the above achievements are provided in Appendix (page 18).

Ministry Organization Chart

Ministry of Community Safety and Correctional Services

At April 28, 2011


Honourable
Jim Bradley
Minister
Parliamentary Assistant
Mario Sergio, MPP (Corrections)
Ian Davidson
Deputy Minister
Community Safety
Jay Hope
Deputy Minister
Correctional Services
Legend

Legislation

Legislation administered by the Ministry of Community Safety and Correctional Services:

Ammunition Regulation Act, 1994

Regulates the sale of ammunition. The *Act* requires that purchasers be a minimum of 18 years old and requires that businesses keep certain records.

Anatomy Act

Allows the General Inspector (Chief Coroner) to send bodies, which are donated or unclaimed, to universities or colleges for educational purposes.

Christopher's Law (Sex Offender Registry), 2000

Requires sex offenders who are residents of Ontario to register with police on an annual basis and any time they change their address. The Ministry is required to maintain the registry and provide access to the police.

Coroners Act

Provides for investigation into circumstances surrounding a death. The *Act* sets out the circumstances under which an inquest will be held and the procedures for holding an inquest.

Emergency Management and Civil Protection Act

Addresses both emergency preparedness and emergency response at municipal and provincial levels. The *Act* requires municipalities and ministries to develop emergency programs and formulate emergency plans.

Fire Protection and Prevention Act, 1997

This *Act* governs fire safety in Ontario and sets fire protection requirements for municipalities. The *Act* establishes the Office of the Fire Marshal to oversee the operation of fire departments.

Firefighters' Memorial Day Act, 2000

Establishes the first Sunday in October as Firefighters' Memorial Day.

Imitation Firearms Regulation Act, 2000

Regulates the sale and other transfers of imitation firearms, such as starter pistols and deactivated firearms.

Interprovincial Policing Act, 2009

Provides a framework for the exercise of police powers in Ontario by police officers from other provinces. Reciprocal legislation in other provinces permits Ontario police to exercise powers in those provinces.

Mandatory Blood Testing Act, 2006

Enables certain classes of persons who have come into contact with the bodily substance of another to make an application for an order to have that person's blood tested for HIV/AIDS, Hepatitis B and C.

Mandatory Gunshot Wounds Reporting Act, 2005

Requires hospitals that treat a person for gunshot wounds to disclose that fact to the local police.

Ministry of Correctional Services Act

Establishes the legislative framework for correctional services in Ontario and governs matters relating to the detention and release from custody of remanded and sentenced inmates. The *Act* provides for community supervision services and establishes the Ontario Parole Board.

Ministry of the Solicitor General Act

Establishes the Ministry of the Solicitor General. Pursuant to Order in Council 497/2004, the powers assigned to the Solicitor General were transferred to the Minister of Community Safety and Correctional Services.

Ontario Society for the Prevention of Cruelty to Animals Act

Sets out inspection, enforcement and appeal procedures for the prevention of cruelty to animals and dealing with animals in distress. The *Act* creates the Ontario Society for the Prevention of Cruelty to Animals and the Animal Care Review Board.

Police Services Act

Provides the legislative framework for policing in Ontario. This *Act* sets out requirements for municipalities to decide on the method of providing adequate and effective policing in their communities.

Private Security and Investigative Services Act, 2005

This *Act* regulates private investigators and security guards. The *Act* repealed the *Private Investigators and Security Guards Act*.

Public Works Protection Act

Provides peace officers and specially appointed guards with authority to ensure the protection of a "public work". Public work includes a variety of "works", any provincial or municipal building, and any place designated by the Lieutenant Governor in Council.

Advisory and Adjudicative Agencies, Boards and Commissions

Advisory and Adjudicative Agencies, Boards and Commissions make communities safer by providing independent oversight and adjudicative services that protect the interest of the public.

Ontario Parole Board (Adjudicative)

The Ontario Parole Board (OPB) has legislative authority to grant supervised conditional release to adult offenders generally serving sentences of less than two years in Ontario provincial correctional institutions.

OPB is responsible for making decisions on offender applications for early release, including parole and unescorted temporary absence decisions over 72 hours. The Board meets its primary goal of protecting the public by releasing only those offenders considered to be a manageable risk. The Board may impose special conditions on any release granted.

Ontario Civilian Police Commission (Adjudicative)

The Commission has general oversight authority with respect to police services in Ontario. It conducts disciplinary appeals, inquiries and investigations, hearings relating to police adequacy and it may make recommendations to the Minister of Community Safety and Correctional Services.

Ontario Police Arbitration Commission (Adjudicative)

The Commission provides conciliation and mediation-arbitration services under the Labour Relations Part VIII of the *Police Services Act* to assist police associations and police services boards in the resolution of disputes arising out of contract negotiations and the administration of their collective agreements.

Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund (Advisory)

This funding provides for the cost of tuition, textbooks, living and accommodation expenses for post-secondary education to the spouses and children of public safety officers who have died in the line of duty.

Animal Care Review Board (Adjudicative)

The Board, under the *Ontario Society for the Prevention of Cruelty to Animals (OSPCA) Act*, provides the public with an opportunity to appeal compliance orders and animal removals made by inspectors and agents of the OSPCA.

Fire Marshal's Public Fire Safety Council (Advisory)

The Council, established in 1993, promotes fire prevention and public education through sponsorships and partnerships with various groups and individuals with an interest in public safety. The Council is comprised of representatives from the fire service, industry and the public.

With the introduction of the *Fire Protection and Prevention Act, 1997 (FPPA)*, the Council was officially recognized as a corporation without share capital. Working at arm's length from government, the Council forms partnerships, raises and distributes funds, and endorses programs and products necessary to further the development of Ontario as a fire-safe community.

Fire Safety Commission (Adjudicative)

The Fire Safety Commission is an adjudicative agency that considers appeals and applications related to specific matters identified under the authority of the *Fire Protection and Prevention Act, 1997 (FPPA)* and the Ontario Fire Code (OFC). The Commission provides an avenue of appeal for persons who wish to dispute an inspection order served under the authority of the *FPPA* or for specific matters where prescribed in the OFC. The Commission may also consider an application made by a fire official within the discretionary powers provided under the *FPPA*. The Commission conducts hearings to obtain a full and fair disclosure of facts relating to cases, and then decides on the dispute or application.

Death Investigation Oversight Council (Advisory)

Death Investigation Oversight Council (DIOC) is a council committed to serving Ontario by ensuring that death investigation services are provided in a manner that is effective and accountable. DIOC was established as an independent advisory agency in order to provide oversight of coroners and forensic pathologists in Ontario, which also includes administering a public complaints process.

Financial Summary of Advisory and Adjudicative Agencies, Boards and Commissions

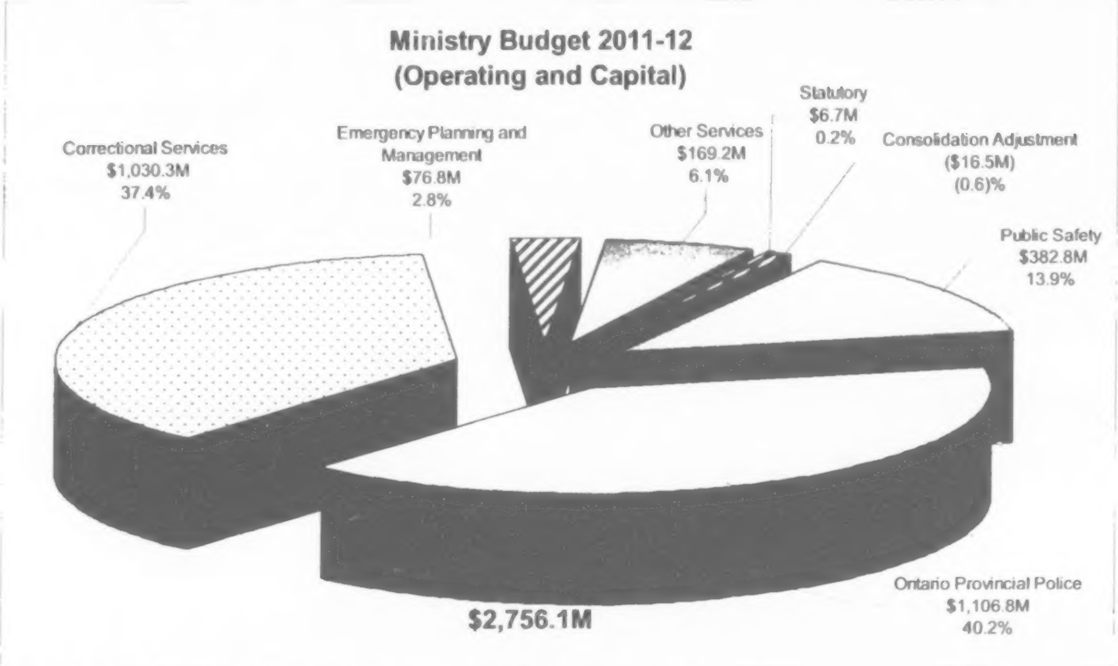
Expenditure	2011-12 (Estimates) $	2010-11 (Interim Actuals) $
Ontario Police Arbitration Commission	457,000	476,500
Ontario Civilian Police Commission	1,678,900	1,334,400
Ontario Parole Board	2,822,900	2,825,500
Death Investigation Oversight Council	435,000	70,800
Sub-total Vote 7 (Agencies, Boards & Commissions)	**5,393,800**	**4,707,200**
Animal Care Review Board*	77,000	70,453
Fire Marshal's Public Fire Safety Council*	10,000	1,000
Fire Safety Commission*	57,000	46,000
Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund*	400,000	346,881
Total	**5,937,800**	**5,171,534**

Figures include Statutory Appropriations

*Funding for these Agencies, Boards and Commissions is provided through the Public Safety Division and Ontario Fire Marshal appropriations.

MINISTRY FINANCIAL INFORMATION

The following chart depicts the Ministry's investment in 2011-12 to keep Ontarians safe and to support the Government's commitment of "Stronger, Safer Communities".



Note: Ministry Budget excludes capital assets and operating assets.

MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES
Table 1: Ministry Planned Expenditures 2011-12 ($M)

Operating	**$2,192.5**
Capital	**$563.6**
TOTAL	**$2,756.1**

Note: Ministry's planned expenditures include Statutory Appropriations and consolidations.

MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES
Table 2: Operating and Capital Summary by Vote

The mandate of the Ministry of Community Safety and Correctional Services is to ensure that all of Ontario's diverse communities are safe, supported and protected by law enforcement and that public safety and correctional systems are safe, secure, effective, efficient and accountable. The Ministry has a wide range of responsibilities which include: front-line policing, establishing and enforcing policing and private security standards and providing police oversight services; coordinating community safety initiatives, animal welfare, forensic and coroner's services, fire investigation/prevention and public education, fire protection services, emergency planning and management, business continuity; and, supervising and rehabilitating adult offenders in correctional institutions and in the community.

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	%	Estimates 2010-11 $	Interim Actuals 2010-11* $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration Program	105,269,800	(6,075,600)	(5.5)%	111,345,400	107,117,100	107,353,618
Public Safety Division	382,783,000	16,809,200	4.6%	365,973,800	347,041,200	209,645,386
Ontario Provincial Police	1,106,785,400	(21,924,900)	(1.9)%	1,128,710,300	1,040,077,400	935,331,393
Correctional Services Program	1,030,271,800	77,714,000	8.2%	952,557,800	1,023,062,900	817,908,016
Justice Technology Services Program	55,329,800	(2,630,400)	(4.5)%	57,960,200	60,465,400	58,196,098
Agencies, Boards and Commissions	5,392,800	428,800	8.6%	4,964,000	4,657,200	4,673,232
Emergency Planning and Management	76,832,700	(685,200)	(0.9)%	77,517,900	70,866,400	67,715,829
Policy and Strategic Planning Division	3,252,600	(804,100)	(19.8)%	4,056,700	3,425,300	3,224,182
Total Operating and Capital Expense to be Voted	**2,765,917,900**	**62,831,800**	**2.3%**	**2,703,086,100**	**2,656,712,900**	**2,204,047,754**
Statutory Appropriations	6,659,187	2,902,700	77.3%	3,756,487	13,460,627	11,636,631
Ministry Total Operating and Capital Expense	2,772,577,087	65,734,500	2.4%	2,706,842,587	2,670,173,527	2,215,684,385
Consolidations	(16,503,400)	(281,100)	1.7%	(16,222,300)	(16,175,900)	(14,540,128)
Total Including Consolidation	**2,756,073,687**	**65,453,400**	**2.4%**	**2,690,620,287**	**2,653,997,627**	**2,201,144,257**
OPERATING AND CAPITAL ASSETS						
Ministry Administration Program	3,000	-	-	3,000	-	-
Public Safety Division	177,000	105,000	145.8%	72,000	13,500	38,969
Ontario Provincial Police	22,453,300	(650,100)	(2.8)%	23,103,400	7,343,600	11,416,103
Correctional Services Program	3,476,000	(153,000)	(4.2)%	3,629,000	2,232,700	1,863,679
Justice Technology Services Program	3,000	-	-	3,000	-	96,505
Agencies, Boards and Commissions	2,000	-	-	2,000	-	-
Emergency Planning and Management	577,000	3,000	0.5%	574,000	964,000	218,000
Policy and Strategic Planning Division	3,000	-	-	3,000	-	-
Total Assets to be Voted	**26,694,300**	**(695,100)**	**(2.5)%**	**27,389,400**	**10,553,800**	**13,633,256**

* Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

For additional financial information, see:

Printed Estimates:
http://www.fin.gov.on.ca/en/budget/estimates/2011-12/volume1/MCSCS.html

Public Accounts:
http://www.fin.gov.on.ca/english/budget/paccts

Budget:
http://www.fin.gov.on.ca/english/budget/ontariobudgets/2011

APPENDIX: ANNUAL REPORT 2010-11

2010-11 Annual Report

The Ministry achievements for 2010-11 support the Government's commitment of 'Stronger, Safer Communities.' The Ministry strives to meet its commitment of "serving all of Ontario's diverse communities to keep our province safe." Over the course of the year, the Ministry has made significant progress in the following areas:

Safer Streets for Ontario Families

Since 2003, the overall crime rate in Ontario has declined 17 percent, including an 11 percent reduction in violent crime. The Government has expanded efforts to get guns and gangs off the street through initiatives such as a first-of-its-kind Guns and Gangs Strategy that enables the criminal and justice systems to work collaboratively to root out gang violence and stop the spread of firearms.

Boosting support for successful province-wide anti-violence strategy

Making our communities safer is working – guns and gangs activity and other violent crimes are in decline.

The Ministry continues to support the successful Provincial Anti-Violence Intervention Strategy (PAVIS), launched in 2007 with 15 police services across Ontario. Modeled after a similar strategy for Toronto, PAVIS helps police fight guns and gangs by supporting targeted enforcement in areas where gang activity is an issue by focusing on crime prevention, building relationships with local youth and businesses, and mobilizing communities. PAVIS has since grown to 17 police services.

In 2010-11, the Ministry boosted its support for PAVIS with additional funding of $15 million over two years, including $1 million to expand the strategy to other municipal and First Nations police services. This represents a 41 percent increase in funding.

Collaboration between Ontario and provinces will help catch criminals

Crime knows no boundaries. The Interprovincial Policing Act helps Ontario create a seamless approach to law enforcement by helping police pursue cross-jurisdictional investigations. This law helps improve the safety of our communities and reduce crime.

Police in Ontario and other provinces need to be able to work across provincial borders to be as effective as possible in investigating and preventing crime, and bringing those engaged in criminal activities to justice. In 2010-11, the *Interprovincial Policing Act* came into effect.

Police officers from Ontario and other provinces and territories can now better collaborate to target crime and pursue criminal investigations by:

- Creating a streamlined and efficient system to allow out-of-province police officers to continue their investigations in Ontario

- Making it easier to investigate crime that occurs across jurisdictions in Canada
- Enhancing coordinated investigations
- Providing greater accountability and oversight for police officers from other provinces or territories operating in Ontario

More RIDE spot checks along Ontario's streets, highways and waterways safer

The Ministry is helping to reduce accidents and save lives by supporting police services that conduct Reduce Impaired Driving Everywhere (RIDE) spot checks.

In 2008-09, the Ministry increased its commitment to support year-round RIDE spot check activities from $1.2 million to $2.4 million. That amount was maintained in 2010-11. The doubling of provincial funds for RIDE led to an increase across all categories of RIDE activities including more spot checks and driving counter-measures beyond those carried out by local police services, including First Nations police and OPP contract locations. Since increased funding was announced, the total number of spot checks has increased 37 per cent.

Putting more police officers on the streets

Ontario has more police officers patrolling our streets, more officers tackling the problems of guns and gangs, and more officers helping to make our communities safer and stronger.

Over 2,300 police officers are patrolling Ontario streets or are assigned to other priorities such as domestic violence and guns and gangs as a result of funding provided by the Province to local police services, and through the federal government's Police Officer Recruitment Fund. The Ministry invests $68 million a year to help municipalities employ 2,000 more police officers under the Safer Communities – 1,000 Officer Partnership and the 1,000 Officers Community Policing Partnership programs.

Professionalizing Ontario's private security industry

The Minister is ensuring that everyone working in the private security industry has the training and skills needed to perform their job professionally and competently.

Ontario has over 53,000 licensed security practitioners and more than 500 licensed agencies providing private security services. Over 750 businesses are registered as utilizing in-house security personnel in the province. Since 2005, the Ministry has been actively modernizing the private security industry and increasing public confidence by establishing a code of ethics, setting standards for uniforms and vehicles, and requiring all practitioners in the industry to be trained and tested prior to being licensed.

In 2010-11, the Training and Testing Regulation for the private security industry came into effect, requiring:

- Individuals applying for a new security guard or private investigator licence to undergo a mandatory training program and pass a test before being eligible to apply for a licence
- Existing security guards and private investigators to pass a mandatory test prior to the expiry of their current licence

In August 2010, the Private Security and Investigative Services Branch launched its one-year Compliance Inspection pilot program. Under the program, Ministry Compliance Inspectors are working with licensees and licensed businesses within the Greater Toronto Area to increase understanding of the *Private Security and Investigative Services Act*.

Strong Partnerships to Serve Ontario's Communities

Partnerships between the Ministry, local police and other groups and service organizations are often the most effective method of preventing crime and helping to keep communities safe.

Collaborating with Police Services to help at-risk youth by improving school safety

Ontario schools are amongst the safest anywhere and the Ministry wants to support this success by engaging Ontario kids and youth in crime prevention programs from an early age. Providing our young students with a safe school environment will help reduce future criminal activity.

In 2010-11, the Ministry of Community Safety and Correctional Services, and the Ministry of Education invited police services across the province to submit proposals intended to improve safety in local schools under the Safe Schools Grants program. Police were eligible to apply for a grant of up to $50,000 in partnership with a local school.

These projects:

- Create teams of police, educators, counsellors, healthcare professionals, parents and students to work together to reduce violence and bullying
- Educate students about the safe use of social networking
- Provide student workshops on anger management
- Help police officers become more active and engaged in school-related activities

Supporting community-based projects that help youth stay safe and avoid crime

Connecting with kids and young people to keep them on the right track is an effective crime prevention strategy. By supporting these youth-focused projects, we are helping community organizations and the local police do just that.

In 2010-11 the Ministry announced 44 new community-based crime prevention projects to help reduce the risk of youth becoming involved in crime and provide safer neighbourhoods across the province. The projects are under Ontario's Safer and Vital Communities Grant program that encourages partnerships among community agencies and police services.

These community projects were announced during Crime Prevention Week and supported the week's theme: "Connecting with kids today – preventing crime tomorrow" and are centred on helping more youth achieve their full potential.

Reducing public and first responder risk from marijuana grow-ops

The Office of the Fire Marshal continues to maintain partnerships with the policing community and addressing the health, safety and environmental dangers associated with clandestine drug labs in Ontario.

Marijuana grow operations pose a number of potential risks and dangers to the neighbourhoods in which they exist. As part of its comprehensive anti-crime package, the government set up a Provincial Advisory Group (PAG) co-chaired by the Office of the Fire Marshal and the Ontario Association of Chiefs of Police to develop methods to reduce the risk to public safety from marijuana grow-ops.

In November 2010, the PAG presented the Minister of Community Safety and Correctional Services with 12 recommendations to:

- Reduce health and safety risks to the public and to police officers, firefighters and other first responders
- Protect potential property owners
- Reduce the number of marijuana grow-ops and clandestine drug laboratories

Making homes for vulnerable Ontarians safer

Many Ontarians have special needs and this is particularly vital in case of a fire emergency. The Ministry is working together with our fire safety partners to meet these needs and ensure that our most vulnerable Ontarians are safe in their homes.

In 2010-11, the Ministry announced it would seek advice from residents, their families, and organizations, including fire services, municipalities, facility owners and operators, and associations on how to improve fire safety in residences for seniors, people with disabilities and other vulnerable Ontarians. This consultation will help the government determine what further action is needed on fire safety enhancements for these Ontarians homes, such as sprinklers, self-closers on doors, training and enforcement and penalties.

Strengthening emergency response capabilities

Disaster can strike any time and anywhere. The Ministry is strengthening the Province's capacity to prepare for, respond to, and recover from all types of emergencies, critical incidents and major events through Emergency Management Ontario and its federal and local partners.

The complexity and interconnectivity of Ontario's critical infrastructure means that the disruption of one piece can have a cascading effect elsewhere. In 2010-11 the federal / provincial / territorial governments and owners and operators in ten critical infrastructure sectors announced The National Strategy and Action Plan for Critical Infrastructure. Ontario is a national leader in improving resiliency of vital assets and systems in case of emergency. The Province's own Critical Infrastructure Assurance Program is a trusted network of 750 partners among three levels of government and the private sector, and it has become a model for other jurisdictions.

The National Strategy and Action Plan for Critical Infrastructure will:

- Identify how each sector is connected to the others so we can take action to help prevent an emergency or disaster in one sector from affecting the others
- Develop plans to address risks to our critical infrastructure sectors
- Test those plans so we know they will work should a disaster occur.

Sustainable First Nations Policing

Ontario continues to work with our First Nations partners to build modern and sustainable policing services. This work has resulted in more officers for First Nations police services, the modernization of policing infrastructure and greater awareness and support of First Nations communities.

Investing in critical policing infrastructure

Ontario is committed to providing our law enforcement partners with modern infrastructure, and to move the yardsticks forward so that all Ontarians have the level of policing that is needed in their communities.

In 2010-11, Ontario announced an investment of $2.6 million for three First Nations communities to modernize policing infrastructure. These policing facilities will provide much-needed space for police service providers operating in the community. Under the First Nations Policing Policy (FNPP), costs are shared 52 / 48 per cent between the federal and provincial governments.

New tripartite policing agreements

Ontario will work with our First Nations partners to deliver effective and culturally sensitive policing services throughout the province.

Amending agreements have been negotiated with the nine self-administered police services, extending the agreement period to the new expiration date of March 31, 2012.

A More Accountable Death Investigation System

Ontario has strengthened the death investigation system by reforming and modernizing the *Coroners Act*, a significant endeavour that had not been undertaken since the 1970s. The Ministry is delivering to Ontarians greater oversight, accountability, accessibility and transparency through the Province's death investigation system.

More oversight of coroners and forensic pathologists

Strengthening Ontario's death investigation system is an ongoing priority. The new council and its complaints committee will meet the public's need for greater transparency and accountability. Providing Ontarians with a reliable and accountable system is a very small way to help them while they are dealing with the loss of a loved one.

In December 2010, the McGuinty government established Canada's first Death Investigation Oversight Council to oversee the work of the Province's coroners and forensic pathologists. The Council is made up of medical and legal professionals, senior health executives, government representatives and members of the public whose collective knowledge and expertise will provide quality oversight to help strengthen the system.

The Council will:

- Provide expert advice to the Chief Coroner and Chief Forensic Pathologist
- Review complaints about death investigations
- Report to the Minister on an annual basis to ensure accountability and transparency
- Establish a complaint review committee, expected to be operational in early spring 2011

The creation of the Council marks the completion of the legislative amendments called for by the Honourable Justice Stephen Goudge in his Inquiry into Pediatric Forensic Pathology in Ontario.

Investing in Infrastructure

Upgrading ageing infrastructure is an important element of the Ministry's commitment to building safe and strong communities. We are continuing to update and renew vital infrastructure with environmentally progressive facilities needed to provide effective community safety.

Supporting safer communities by upgrading OPP facilities

The Ministry is committed to giving police the tools they need to keep Ontarians safe. State-of-the-art facilities will help the Ontario Provincial Police (OPP) service their communities better for years to come.

The Ministry continues to replace or upgrade facilities for front-line OPP officers, helping them to keep Ontario's communities safer. In 2010-11, construction started on the OPP Modernization Project. The Ministry awarded a contract to Shield Infrastructure Partnership to design, build, finance and maintain 18 buildings in 16 communities across Ontario including (7) Detachments, (8) Forensic Identification Units and (3) Regional Command Centres. Construction started in September 2010.

Also, residents in Essex County, Dufferin County and Nottawasaga benefited from the official opening of new OPP detachment buildings. These projects were all part of ongoing investments to replace or upgrade OPP facilities.

Breaking ground on the new Forensic Sciences and Coroner's Complex

This state-of-the-art facility will feature new innovative technologies to support growing needs and keep pace with the demands of the justice sector.

In 2010-11, the Ministry awarded a contract to Carillion Secure Solutions to design, build, finance, and maintain a new, state-of-the-art facility to house the Centre of Forensic Sciences, the Office of the Chief Coroner and the Provincial Forensic Pathology Unit. Construction began in August 2010, with a projected completion date in 2013.

Modernizing Ontario's correctional infrastructure and reducing overcrowding

The Ministry is modernizing Ontario's ageing correctional infrastructure with more modern facilities that are cost effective to operate and put greater emphasis on evidence-based rehabilitation to reduce the number of re-offenders.

Development of the Toronto South Detention Centre and Toronto Intermittent Centre is progressing on schedule. Occupancy of the Toronto Intermittent Centre is expected in 2011. Construction of the 1,650-bed Toronto South Detention Centre for adult inmates and those with special needs is expected to be complete in 2012.

Forum Social Infrastructure has been selected to design, build, finance and maintain the South West Detention Centre, a 315-bed male and female facility to replace the ageing and over-crowded Windsor Jail.

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	**$2,203.0**
Capital	**$451.0**
Staff Strength (as of March 31, 2011)	**16,942**

Note: Ministry's interim actual expenditures include Statutory Appropriations and consolidations. Based on Interim Outlook Expenditures.

Community and Social Services

Ontario

Published Results-based Plan 2011-12

Ministry of Community and Social Services

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Ontario

Ministry of Community and Social Services
Published Results-based Plan 2011-12

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Ministry of Community and Social Services
Published Results-based Plan 2011-12

PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

Vision, Mission/Mandate

The Ministry of Community and Social Services is guided by a vision of a province in which all communities are strong, inclusive and sustained by the economic and civic contributions of all Ontarians.

The ministry works with community organizations and agencies and local governments to provide services, programs and policies that open up opportunities for all Ontarians. With our community partners, we help people recover from hardship, regain control of their lives and become more self-sufficient. We help families be more financially secure through the collection of court-ordered child and spousal support. With the broader public sector, non-profit sector and businesses, we work to remove barriers that limit the ability of Ontarians to participate in the life of our province. We also provide supports and services that help people with a developmental disability live more independently and participate in their communities.

Priorities and Results

Our key priorities are:

- to remove barriers that prevent people from participating in the social and economic life of their communities
- to help vulnerable people with immediate support and longer-term support to become more independent, and
- to improve services so that they work better for the people who need them.

Together, these priorities contribute to support the social and economic well-being of Ontarians and help people participate and contribute to the life of our province.

Ministry Activities

Removing Barriers

The ministry is at the forefront of the government's plan to make Ontario accessible for people with disabilities by 2025. Under the Accessibility for Ontarians with Disabilities Act, we are establishing accessibility standards that impact key areas of everyday life.

In 2011-12, we mark significant progress in our accessibility plan. Four out of five of the province's accessibility standards will be in force by July 2011. These accessibility standards will become law in Ontario and apply to all provincial and municipal governments, organizations and businesses. They will help break down the barriers that prevent Ontarians with disabilities from participating in their communities and reaching their full potential.

Over the course of the year, the ministry will continue its outreach to private sector and non-profit organizations that will need to comply with the first accessibility standard – Customer Service – by January 1, 2012. We will also begin creating the tools to assist organizations in meeting the requirements of the newest three standards – Information and Communications, Transportation, and Employment – over the coming months and years.

The ministry will also be analyzing the final proposed Accessible Built Environment standard to determine what will become law and when. Once in place, it will complete all five accessibility standards first planned under Ontario's groundbreaking accessibility legislation.

The ministry funds services and supports for people with a developmental disability and their families.

These services and supports include:

- Community accommodation, including intensive supporting residence, supported group living residence, host family residence and supported independent living residences;
- Caregiver respite services and supports to provide temporary relief for primary caregivers;
- Professional and specialized services, including assessment and counseling, behaviour intervention, service coordination, and speech and language therapy; and
- Community participation services and supports including vocational and pre-vocational supports, employment supports, recreational and volunteer supports.

In 2011-12, the ministry will continue its work to modernize services for people who have a developmental disability. While this work continues, the government recognizes that there are immediate needs for additional services and supports across the province. The government is investing an additional $40 million for developmental services in 2011-12. This includes $15 million to support people who are living at home, and $25 million for services for people in urgent need, including young adults from the child welfare system and adults in the community who do not have other care options.

The ministry also supports interpreter services for people who are deaf, deafened or hard of hearing, and intervenor services for people who are deafblind. Both services help people communicate and participate more fully in their communities. This year, Ontario is investing additional funding to increase intervenor services and help Ontarians who are deafblind live more independently.

Helping Vulnerable People

Ontario's social assistance programs provide income support for those in financial need. Ontario Works provides income assistance for individuals and families in temporary financial need and the Ontario Disability Support Program provides income support for people with disabilities. Both programs also provide employment supports that help people find jobs and become more independent.

In 2011-12, the government is proposing a one per cent increase in social assistance rates, the seventh rate increase in the past eight years. In total, social assistance rates will have risen by 13.7 per cent since 2003. The ministry will implement this one per cent increase in fall 2011.

The Family Responsibility Office also helps tens of thousands of Ontarians by enforcing court-ordered child and spousal support orders. This helps families get the money they are owed so they can lead more financially secure and self-sufficient lives. The Family Responsibility Office also enforces court orders and domestic contracts after separation or divorce. It collects and distributes approximately $650 million in support payments annually.

In 2011-12, the ministry will continue to support a broad range of services that help women who are facing violence in their homes. Our goal is to give these women and their children a safe place to escape violence and the opportunities they need to re-establish their lives. Additional supports help them move to a more independent, financially stable life.

The ministry's critical role in the government's Domestic Violence Action Plan includes funding for Ontario's women's shelters, telephone crisis lines in English, French and more than 100 languages, including 17 Aboriginal languages. We also provide ongoing support for counselling and second stage housing services for victims of domestic violence.

In 2011-12, Toronto's first Francophone women's shelter, Maison d'Herbergement, is expected to open. This new urban women's shelter will help more Francophone women and children escape violence and will support the government's commitment to better address the needs of Ontario's Francophone community.

To help people who are homeless, hard-to-house or at risk of losing their homes, the ministry supports a range of services: emergency hostel services, domiciliary hostels, emergency energy assistance and homelessness prevention services. In 2011-12, the ministry will continue to work with the Ministry of Municipal Affairs and Housing to consolidate its housing and homelessness programs as part of the government's Long-Term Affordable Housing Strategy. This will give our municipal partners greater flexibility to address homelessness and housing issues in their communities.

The ministry also continues to support the Aboriginal Healing and Wellness Strategy, a partnership between Ontario and First Nations and Aboriginal organizations. The Strategy helps to reduce family violence and improve the well-being of Aboriginal communities in Ontario through traditional and culturally appropriate health and healing services. Many of these services help Aboriginal people address the impacts of domestic violence and improve Aboriginal wellness.

The government renewed its commitment to the Strategy with a new governance and accountability model that came into effect in April 2011. The ministry will work with its Aboriginal partners to develop a new overarching framework for funding programs and services that preserves the goals and principles of the Aboriginal Healing and Wellness Strategy, and promotes new collaborative approaches to sharing knowledge.

Improving Services

In recent years, the ministry has launched a number of major modernization initiatives aimed at making our programs and the services we fund work better for the people who need our help. This includes improvements to:

- services and supports for people with a developmental disability
- intervenor services for people who are deafblind

- services that the Family Responsibility Office provides, and
- social assistance programs.

In 2011-12, the ministry will reach a major milestone in its modernization of Ontario's developmental services system. In July 2011, we will launch Developmental Services Ontario. Developmental Services Ontario will be the single point of access for persons with developmental disabilities to Ministry-funded developmental services and supports in Ontario, eliminating the need eliminating the need for people to apply at many points when looking for service.

Developmental Services Ontario will:

- provide information;
- conform eligibility of a person for Ministry-funded adult developmental services and supports;
- determine service and support needs of a person with a developmental disability for Ministry-funded adult developmental services and supports;
- link eligible individuals to Ministry-funded adult developmental services and supports; and
- in the future, administer the direct funding agreements of eligible adults for Ministry-funded adult developmental services and supports.

By using consistent criteria for eligibility and assessment, Developmental Services Ontario will make sure everyone is treated fairly when applying for services and supports. For people applying for service, this will mean a more direct, easier way to understand application process, better up-front information about services and supports and a single contact point.

The ministry has also been working to improve accountability, sustainability and equity of intervenor services for people who are deafblind. In 2011-12, we will continue to work with intervenor service providers and consumers to design a new, more fair and transparent approach to funding.

The Family Responsibility Office is undertaking a multi-year modernization of its operations to improve service, enforcement and efficiency. The ministry will be replacing the outdated technology at the Family Responsibility Office with a more modern system that will allow us to serve people more effectively. This will allow the Office to improve our service to clients and increase our ability to proactively enforce support orders faster. Our goal is to improve our operations so that families get the money they are entitled to.

In 2011-12, we will continue to improve our social assistance programs to make them work better for the people who need them. These improvements include:

- introducing a new online application for social assistance – a more convenient and accessible method of applying for help from these programs
- continuing work on a new modernized technology system that will allow us to deliver social assistance more efficiently and effectively, with greater flexibility to respond to policy and program changes
- modernizing more of our ODSP offices using an accessible and customer-focused office model concept.

We are also undertaking the largest review of Ontario's social assistance programs in 20 years. The goal is a concrete action plan to make social assistance more effective at getting people into jobs, easier to understand, work better with federal, provincial and municipal income security programs and be more accountable and financially sustainable. The recommendations that emerge will play a critical role in our future efforts to deal with poverty reduction and remove the barriers that prevent people from regaining their independence.

We are also taking a new approach to funding and delivering municipal and provincial services in Ontario. For example, the government is uploading the portion of Ontario Works financial and employment costs that is paid by municipalities. This is anticipated to save municipalities $425 million by 2018. The ministry is also investing an additional $170 million to help municipalities cover the administrative costs associated with delivering Ontario Works. These two initiatives will give municipalities more financial room to invest in other social services that benefit their communities.

Ministry of Community and Social Services

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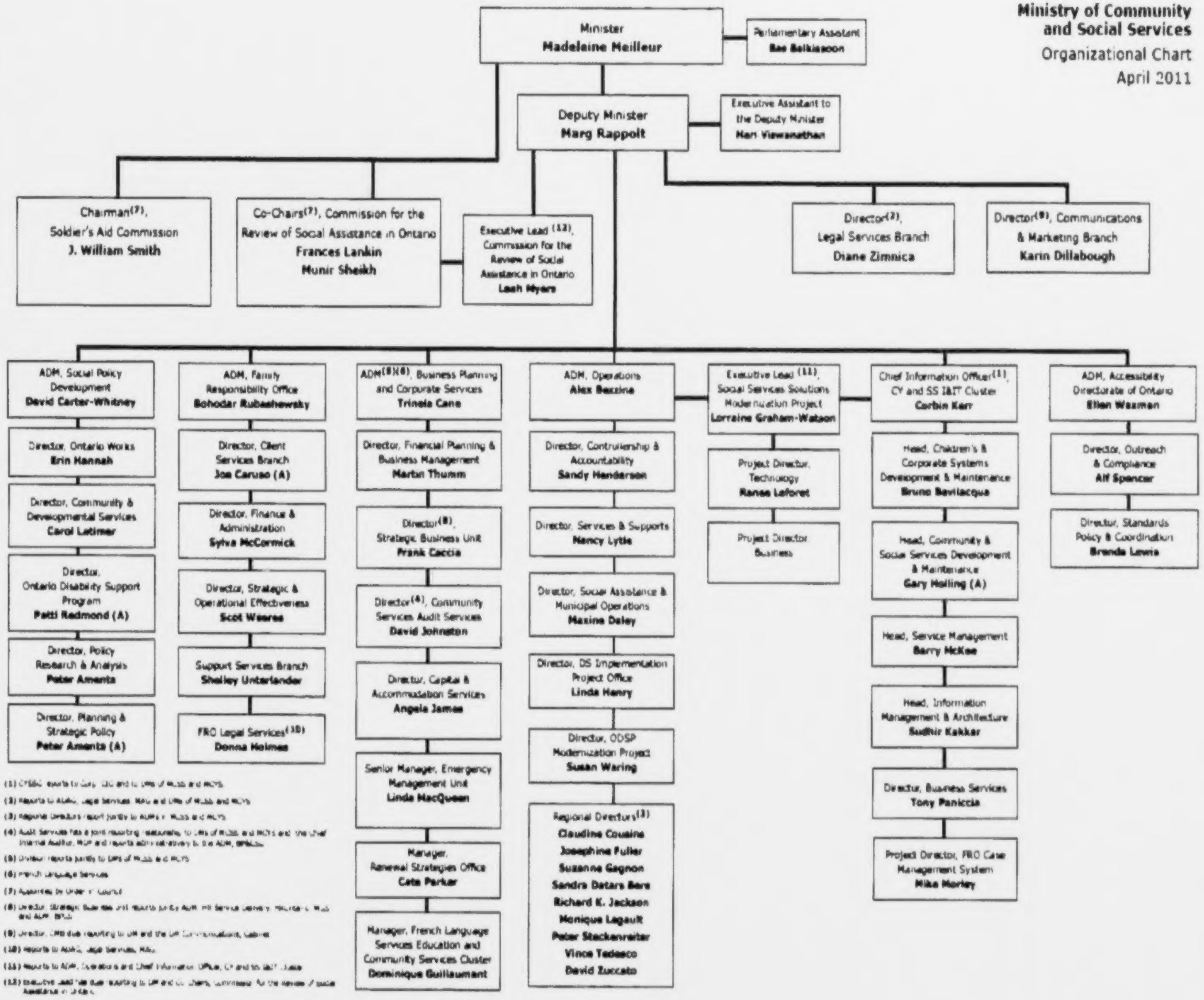
Ministry of Community and Social Services
Organizational Chart
April 2011
Minister Madeleine Meilleur
Parliamentary Assistant Bas Balkissoon
Deputy Minister Marg Rappolt
Executive Assistant to the Deputy Minister Hari Viswanathan
Chairman(7), Soldier's Aid Commission J. William Smith
Co-Chairs(7), Commission for the Review of Social Assistance in Ontario Frances Lankin Munir Sheikh
Executive Lead (12), Commission for the Review of Social Assistance in Ontario Leah Myers
Director(2), Legal Services Branch Diane Zimnica
Director(9), Communications & Marketing Branch Karin Dillabough
ADM, Social Policy Development David Carter-Whitney
Director, Ontario Works Erin Hannah
Director, Community & Developmental Services Carol Latimer
Director, Ontario Disability Support Program Patti Redmond (A)
Director, Policy Research & Analysis Peter Amenta
Director, Planning & Strategic Policy Peter Amenta (A)
ADM, Family Responsibility Office Bohodar Rubashewsky
Director, Client Services Branch Joe Caruso (A)
Director, Finance & Administration Sylva McCormick
Director, Strategic & Operational Effectiveness Scot Weeres
Support Services Branch Shelley Unterlander
FRO Legal Services(10) Donna Holmes
ADM(5)(6), Business Planning and Corporate Services Trinela Cane
Director, Financial Planning & Business Management Martin Thumm
Director(8), Strategic Business Unit Frank Caccia
Director(4), Community Services Audit Services David Johnston
Director, Capital & Accommodation Services Angela James
Senior Manager, Emergency Management Unit Linda MacQueen
Manager, Renewal Strategies Office Cate Parker
Manager, French Language Services Education and Community Services Cluster Dominique Guillaumant
ADM, Operations Alex Bezzina
Director, Controllership & Accountability Sandy Henderson
Director, Services & Supports Nancy Lytle
Director, Social Assistance & Municipal Operations Maxine Daley
Director, DS Implementation Project Office Linda Henry
Director, ODSP Modernization Project Susan Waring
Regional Directors(3) Claudine Cousins Josephine Fuller Suzanne Gagnon Sandra Datars Bere Richard K. Jackson Monique Legault Peter Stackenreiter Vince Tedesco David Zuccato
Executive Lead (11), Social Services Solutions Modernization Project Lorraine Graham-Watson
Project Director, Technology Renee Laforet
Project Director Business
Chief Information Officer(1), CY and SS I&IT Cluster Corbin Kerr
Head, Children's & Corporate Systems Development & Maintenance Bruno Bevilacqua
Head, Community & Social Services Development & Maintenance Gary Holling (A)
Head, Service Management Barry McKee
Head, Information Management & Architecture Sudhir Kakkar
Director, Business Services Tony Paniccia
Project Director, FRO Case Management System Mike Morley
ADM, Accessibility Directorate of Ontario Ellen Waxman
Director, Outreach & Compliance Alf Spencer
Director, Standards Policy & Coordination Brenda Lewis

(1) [illegible] reports to [illegible] and to DMs of MCSS and MCYS
(2) Reports to ADAG, Legal Services, MAG and DMs of MCSS and MCYS
(3) Regional Directors report jointly to ADMs in MCSS and MCYS
(4) Audit Services has a joint reporting relationship to DMs of MCSS and MCYS and the Chief Internal Auditor, MOF and reports administratively to the ADM, BPCS.
(5) Division reports jointly to DMs of MCSS and MCYS
(6) French Language Services
(7) Appointed by Order in Council
(8) Director, Strategic Business Unit reports jointly to ADM, [illegible] Service Delivery, [illegible], MCSS and ADM, BPCS
(9) Director, CMB dual reporting to DM and the DM Communications, Cabinet
(10) Reports to ADAG, Legal Services, MAG
(11) Reports to ADM, Operations and Chief Information Officer, CY and SS I&IT Cluster
(12) Executive Lead has dual reporting to DM and Co-Chairs, Commission for the Review of Social Assistance in Ontario.

Ministry of Community and Social Services

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Cost Sharing with the Federal Government

The Ministry of Community and Social Services shares costs for social assistance and other social services programs with the federal government, municipalities, First Nations and other public sector organizations.

Federal Reimbursements

Independent of block funding received by the province under the Canada Social Transfer (CST), the ministry receives federal funding under the 1965 Indian Welfare Services Agreement (IWS) and the Labour Market Agreement for Persons with Disabilities (LMAPD), for selected programs. Estimated federal reimbursement for the 2011-12 fiscal year under this agreement is:

Cost Sharing with the Federal Government

	CASH	PSAB
1965 Indian Welfare Services Agreement		
Ontario Works	$78,080,000	$79,900,000
Total	**$78,080,000**	**$79,900,000**
Labour Market Agreement for Persons with Disabilities		
Employment Services and Supports	$25,706,000	$25,706,000
Developmental Services	$12,500,000	$12,500,000
Subtotal	**$38,206,000**	**$38,206,000**
Total	**$116,286,000**	**$118,106,000**

Ministry of Community and Social Services

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Statutes Administered by the Ministry of Community and Social Services

- ***Accessibility for Ontarians with Disabilities Act, 2005***, S.O. 2005, c. 11
- ***Child and Family Services Act***, R.S.O. 1990, c. C.11
  Sections 162 – 165 inclusive.
- ***Deaf-Blind Awareness Month Act, 2000,*** S.O. 2000, c.34
- ***Developmental Services Act,*** R.S.O. 1990, c. D.11
  Except for the administration of all powers and duties in so far as they relate to the provision of Long-Term Care Programs and Services. (Note: On July 1, 2011, the Developmental Services Act will be repealed).
- ***District Social Services Administration Boards Act,*** R.S.O. 1990, c. D.15
- ***Family Responsibility and Support Arrears Enforcement Act,1996***, S.O. 1996, c. 31
- ***Indian Welfare Services Act***, R.S.O. 1990, c. I.4
- ***Ministry of Community and Social Services Act***, R.S.O. 1990, c. M.20
  In so far as it relates to activities and programs respecting community and social services and except for sections 11.1 and 12 in so far as those sections relate to Long-Term Care Programs and Services.
- ***Ontarians with Disabilities Act, 2001***, S.O. 2001, c. 32
- ***Ontario Disability Support Program Act, 1997***, S.O. 1997, c. 25, Schedule B
- ***Ontario Works Act, 1997***, S.O. 1997, c. 25, Schedule A
- ***Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008,*** S.O. 2008, c.14 (Note: This Act is being proclaimed in stages)
- ***Social Work and Social Service Work Act, 1998***, S.O. 1998, c. 31
- ***Soldiers' Aid Commission Act***, R.S.O. 1960, c. 377

Ministry of Community and Social Services

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Agencies, Boards and Commissions[1]

	2011-12 Estimates $	2010-11 Interim Actuals $	2009-10 Actuals $
Soldiers' Aid Commission	253,200	147,428	190,408

The Soldiers' Aid Commission accepts, reviews and funds applications for financial assistance on behalf of veterans and/or their dependants from the Royal Canadian Legion, the Department of Veterans Affairs, the Air Force, Army and Naval Benevolent Funds.

Veterans' Affairs Canada offices throughout Ontario screen the appropriateness of the application and make referrals to the Commission.

The Chairperson and Commissioners are appointed by Order-In-Council. By law, Commissioners serve without remuneration but may claim out of pocket expenses.

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[1] Note: In 2011-12 the Social Benefits Tribunal was transferred to the Ministry of the Attorney General.

Ministry of Community and Social Services

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Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures 2011-12 ($M)
Operating	9,770
Capital	17
BPS Consolidation	(17)

TABLE 2: Ministry Planned Expenditures by Program Name 2011-12

Ministry of Community and Social Services*

Operating $9,770 million
Capital $17 million

Ministry Administration Services

Operating $40 million

Adults' Services

Operating $9,730 million
Capital $17 million

* Broader Public Sector Consolidation is reported by Ministry total and not by program.

Ministry of Community and Social Services

Results-based Plan Briefing Book 2011-12

Mandate

The mandate of the Ministry of Community and Social Services is to promote vital and inclusive Ontario communities by delivering and funding services that help people achieve their potential, build resilience, and improve their quality of life.

Overall Summary (Operating and Capital)

Description	2011-12 Estimates	Change from 2010-11 Estimates		2010-11 Estimates [1]	2010-11 Interim Actuals [1]	2009-10 Actuals[1]
	$	$	%	$	$	$
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	40,168,800	305,800	0.8%	39,863,000	38,390,448	34,589,947
Adults' Services	9,722,637,500	510,719,300	5.5%	9,211,918,200	9,106,562,075	8,589,522,839
Total Including Special Warrants	**9,762,806,300**	**511,025,100**	**5.5%**	**9,251,781,200**	**9,144,952,524**	**8,624,112,787**
Less: Special Warrants	0	0	-	0	0	0
Total Operating and Capital to be Voted	**9,762,806,300**	**511,025,100**	**5.5%**	**9,251,781,200**	**9,144,952,524**	**8,624,112,787**
Special Warrants	0	0	-	0	0	0
Statutory Appropriations	24,082,614	3,277,300	15.8%	20,805,314	20,396,360	14,939,873
Total Ministry Operating and Capital	**9,786,888,914**	**514,302,400**	**5.5%**	**9,272,586,514**	**9,165,348,884**	**8,639,052,659**
Consolidation	**(17,400,000)**	**100,000**	**(0.6%)**	**(17,500,000)**	**(17,918,669)**	**(17,986,745)**
Total Ministry Operating and Capital including Consolidation	**9,769,488,914**	**514,402,400**	**5.6%**	**9,255,086,514**	**9,147,430,215**	**8,621,065,914**

Assets

Description	2011-12 Estimates	Change from 2010-11 Estimates		2010-11 Estimates	2010-11 Interim Actuals	2009-10 Actuals
	$	$	%	$	$	$
OPERATING AND CAPITAL ASSETS						
Adults' Services	49,127,800	10,979,400	28.8%	38,148,400	37,048,811	37,944,746
Total Ministry Assets	**49,127,800**	**10,979,400**	**28.8%**	**38,148,400**	**37,048,811**	**37,944,746**
Less: Special Warrants	0	0	-	0	0	0
Total Assets to be Voted	**49,127,800**	**10,979,400**	**28.8%**	**38,148,400**	**37,048,811**	**37,944,746**

Historical data has been restated to reflect the transfer of programs to and from other ministries, and Operating Requirements.

Note: Numbers may not add due to rounding.

Note: As of 2009-10, the Province's minor Tangible Capital Assets are capitalized on a prospective basis. Direct comparison between 2011-12, 2010-11 and earlier years may not be meaningful.

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The Ministry of Community and Social Services helps Ontario's most vulnerable citizens with programs and services that support strong and inclusive communities and remove the obstacles that impede opportunity and participation in community life.

In 2010-11, the ministry made important progress in support of our priorities.

REMOVING BARRIERS

Accessibility

In January 2010, Ontario's public sector had to meet the requirements of Ontario's first accessibility standard – for accessible customer service. By the end of the year, 100 per cent of public sector organizations had submitted their compliance reports.

In 2010-11, the ministry continued its outreach to private and non-profit organizations to inform them about what they need to do to meet the requirements of the customer service standard by January 2012. We:

- conducted in-person outreach and education through our participation in more than 95 conferences, events and sessions
- hosted four regional information sessions for businesses
- hosted an information forum for 150 non-profit organizations
- provided tools and information online at ontario.ca/AccessOn
- undertook direct mail and email outreach which reached more than 315,000 businesses
- launched our new YouTube channel to promote accessibility to a broader audience, and
- through our EnAbling Change Partnership Program, partnered with 11 key organizations to help inform thousands of businesses and non-profits across Ontario about the standard.

Developmental Services

For people who have a developmental disability, the government again increased services and supports in 2010. An additional investment of $36.3 million helped provide residential support for people who had urgent care needs, and to give them the help they needed to continue living at home and participating in their community.

HELPING VULNERABLE PEOPLE

Income and Employment Supports

During 2010-11, the ministry continued to improve Ontario's social assistance programs while managing increasing social assistance caseloads and rising costs, much of that driven by global economic uncertainty.

ANNUAL REPORT 2010-11

Ontario's social assistance programs continued to help people find jobs and improve their lives:

- In 2010, 21 per cent of Ontario Works participants who left social assistance left for jobs.
- About 55 per cent of Ontario Works participants have been on the program for a year or less, and those remaining have increased their earnings by about 35 percent since 2003.
- As of February 2011, 11,351 more families on ODSP were earning income from jobs than in October 2003.

To help more than 800,000 people who rely on Ontario's social assistance programs, the government again provided a modest rate increase in fall 2010. The government also made a number of changes to Ontario's social assistance programs based on the recommendations of the Social Assistance Review Advisory Council. These included:

- expanding the exemption of small payments and in-kind gifts under Ontario Works
- shortening the suspension or reduction periods for non-compliance with participation requirements
- clarifying the rules for disposing assets in relation to eligibility (e.g., for people paying off a government debt), and
- changing the shelter allowance calculation for people who share the cost of their accommodation

These improvements treat social assistance recipients more fairly and let families and friends play a larger role in supporting them.

Family Support Payments

Despite the economic climate, the Family Responsibility Office maintained compliance rates for people who are owed child or family support payments at pre-recession levels. Two-thirds of all cases were meeting most of their support obligation in 2010-11. The Office collected $653 million in support payments, helping tens of thousands of families across Ontario receive the money that is owed to them. The Office also recovered $42.2 million that was paid back to the province and municipalities to cover costs for people who relied on social assistance because their former partners did not pay their required support payments.

Supporting Victims of Domestic Violence

The ministry funds 2,017 beds in 97 emergency shelters for abused women, serving approximately 13,000 women and nearly 9,000 children each year.

In 2010-11, the ministry provided more than $141 million to programs that help victims of domestic violence and work to stop violence before it happens. This includes support for:

- 51 Domestic Violence Community Coordinating Committees, which bring together justice, social services, health and other community partners to help victims of domestic violence

ANNUAL REPORT 2010-11

- 182 counselling agencies that helped approximately 55,700 women and 7,000 children
- 8,300 women and children who needed the help of our child witness program for children who have witnessed or experienced domestic violence
- 20,700 women who needed our Transitional and Housing Support Program, which helps victims of domestic violence to establish their lives, free of violence, and
- funding for multi-language provincial crisis lines which received approximately 57,400 calls from women facing violence in their homes.

The ministry also supported:

- a new Francophone women's shelter in Timmins. Villa RenouvEllement began serving women and children in April 2010
- the creation of Maison d'Herbergement in Toronto, which began construction in 2010, and
- a new shelter in Timmins to address the needs of the local community.

IMPROVING SERVICES

In November 2010, the government announced that the Hon. Frances Lankin and Dr. Munir Sheikh would lead the first major review of Ontario's social assistance program in 20 years. The commission began its work in January 2011.

In 2010-11, the ministry began to put in place important changes to improve service at the Family Responsibility Office. An important update of the Office's phone system will help support future changes that are aimed at improving service and enforcement results at the Family Responsibility Office.

The ministry has also been working with our Aboriginal partners to strengthen the Aboriginal Healing and Wellness Strategy. Responsibility for the Aboriginal Health Access Centres has moved to the Ministry of Health and Long-Term Care to better integrate Aboriginal service with other local health-care services. Other services that the Strategy supports will be part of a renewed Strategy that gives individual Aboriginal communities and projects more direct say in their local services.

In addition, the ministry has been working with our Aboriginal partners to develop a help line for abused Aboriginal women living in northern and remote areas. The Aboriginal Help Line will be operational in 2012/13 and will help address the lack of services available to Aboriginal women and their families in this area.

In 2010, the ministry continued to work with Ontarians who are deafblind and community agencies to improve accountability, sustainability and equity in services for people who are deafblind. During this time, the ministry provided intervenor services for more than 300 individuals who are deafblind.

ANNUAL REPORT 2010-11

The ministry also made significant progress on its plan to modernize services for people with a developmental disability in Ontario. This included:

- laying the groundwork for new regional contact points –Developmental Services Ontario – that will act as the front door to the adult developmental services system and better serve adults who have a developmental disability and their families.

- proclaiming key sections of the Services and Supports to Promote the Social inclusion of Persons with Developmental Disabilities Act, 2008 and supporting regulations, including a Minister's regulation that sets out consistent quality assurance measures for agencies and the new Developmental Services Ontario offices,
- working with community agencies to serve 1,215 more people by finding efficiencies in their organizations, and

The ministry also made several changes to the Special Diet Allowance that take effect in April 2011. The changes make the program more accountable and comply with a Human Rights Tribunal of Ontario decision.

In 2010-11, the ministry changed the way our Ontario Disability Support Program offices work. The new approach will give clients one caseworker for all of their service needs, resulting in less duplication and better understanding of the specific needs of each person who relies on the Ontario Disability Support Program.

ANNUAL REPORT 2010-11

Ministry Interim Expenditures 2010-11

	Ministry Interim Expenditures 2010-11* ($M)
Operating	9,125
Capital	41
BPS Consolidation	(18)
Staff Strength (as of March 31, 2011)	3,835 Full-time equivalents

* The 2010-11 Expenditures are restated to reflect transfers with other ministries as approved in the 2011-12 Estimates.

Consumer Services

Ontario

Published Results-based Plan 2011-12

Ministry of Consumer Services

ISSN # 1923-2888

Ce document est disponible en français

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PUBLISHED RESULTS-BASED PLAN 2011-12

Ministry Overview

Ministry Vision and Mandate

The vision of the Ministry of Consumer Services (MCS) is to lead the way to a fair, safe and informed marketplace through knowledge, partnerships and protection.

The ministry's mandate is to provide consumer protection and public safety in accordance with the principles of honesty and integrity and in the public interest. The ministry accomplishes this through:

- Delivering excellent customer service and timely information;
- Fostering partnerships; and
- Promoting compliance with modern consumer protection and public safety standards.

The Ministry of Consumer Services helps Ontarians as they go about their day-to-day lives. Whether it's buying a car or home or making travel plans, MCS is here to inform and protect consumers. We do that in a number of ways, both at the ministry and through the work of our regulatory authorities and agencies. These authorities regulate a broad range of consumer products, including motor vehicles, travel, new homes, funeral services, real estate and Ontario wines, and support technical and electrical safety. Through the Ontario Film Review Board (OFRB), the ministry supports the classification of movies, videos and DVDs which is required before a film can be exhibited or distribution in Ontario. We help people learn more about their consumer rights and responsibilities so they can shop with confidence. And we provide advice and assistance if they have problems. At the ministry, our work helps empower consumers and protect the public.

Within the ministry's broad mandate, we are also dedicated to ensuring that our regulatory practices serve the interests of all Ontarians, while contributing to a competitive economy. To help achieve that goal, the ministry is an active participant in the broader Government of Ontario initiative called "Open for Business" under the Open Ontario plan. This initiative makes it easier for businesses to work with government, and to grow and succeed while creating an environment that supports innovation, attracts new investment and creates jobs.

Priorities and Results

The ministry contributes to the overall Ontario government priority areas of serving the public interest and a strong economy by building Ontarians' confidence in public safety and consumer protection and modernizing business law. This is accomplished through focusing on activities that promote a fair, safe and informed marketplace where consumer rights and public safety are protected by:

- Educating people about their consumer rights and responsibilities in the marketplace;
- Helping consumers resolve issues;
- Investigating consumer complaints, enforcing legislation and regulations and providing mediation services;
- Administering consumer protection and public safety statutes through our regulatory authorities and Consumer Protection Branch;
- Providing oversight to ensure effective governance, accountability and relationship management with respect to the ministry's agencies and regulatory authorities; and
- Leading regulatory, legislative and other policy development projects.

Ministry Activities

Consumer Services

In its direct delivery of consumer protection programs, the ministry's key activities are:

- Promoting consumer awareness on current and emerging consumer issues and monitoring and educating the marketplace;
- Providing consumer protection, complaint handling, mediation and investigations;
- Registering and regulating businesses under a number of business statutes, including cemeteries, collection agencies, payday lenders and films;
- Inspecting regulated businesses for compliance with regulations;
- Licensing professional boxing, kickboxing and mixed martial arts in Ontario; and
- Providing the Ontario Film Review Board (OFRB) with operational support, including the intake of films submitted for classification, screenings, revenue and content management for the OFRB website.

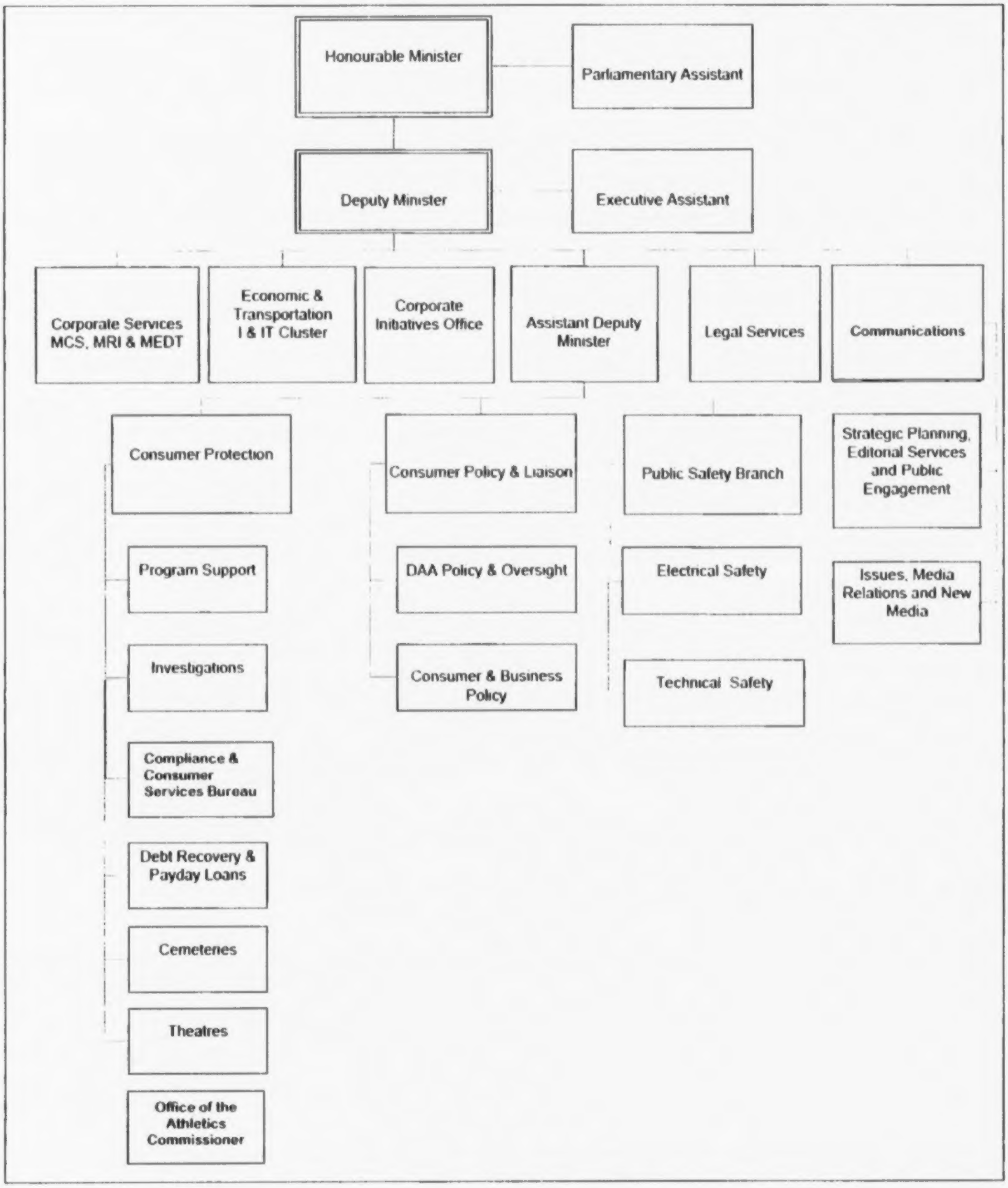
The MCS website (www.ontario.ca/consumerservices) is a comprehensive resource for consumers and includes a Consumer Beware Database that reports on businesses that are not in compliance with Ministry legislation: www.consumerbeware.mgs.gov.on.ca

In addition to direct delivery of consumer protection services, the ministry oversees eight independent regulatory authorities that deliver consumer protection and public safety programs. In doing so, the ministry protects the public interest by providing oversight, accountability and governance, policy development and relationship management services. For a full list of the ministry's regulatory authorities, please refer to pages 8 and 9.

The ministry is responsible for 44 consumer protection, public safety and business statutes. Its policy activities focus on:

- Supporting a broad and diverse policy agenda in three key areas: consumer protection, public safety and business law modernization;
- Developing legislation and regulations that strengthen consumer protection, public safety and modernize the legal framework for businesses operating in Ontario;
- Reducing unnecessary regulatory burden and creating a more positive economic climate; and
- Undertaking policy research on a broad range of marketplace issues, including the identification of emerging trends and factors affecting consumers and business.

MCS Organizational Chart


Honourable Minister
Parliamentary Assistant
Deputy Minister
Executive Assistant
Corporate Services MCS, MRI & MEDT
Economic & Transportation I & IT Cluster
Corporate Initiatives Office
Assistant Deputy Minister
Legal Services
Communications
Consumer Protection
Program Support
Investigations
Compliance & Consumer Services Bureau
Debt Recovery & Payday Loans
Cemeteries
Theatres
Office of the Athletics Commissioner
Consumer Policy & Liaison
DAA Policy & Oversight
Consumer & Business Policy
Public Safety Branch
Electrical Safety
Technical Safety
Strategic Planning, Editorial Services and Public Engagement
Issues, Media Relations and New Media

AGENCIES, BOARDS AND COMMISSIONS

The **Ontario Film Review Board (OFRB)** receives its mandate through the *Film Classification Act, 2005*. Subject to specific exceptions, if a film (e.g. movie, DVD, video, etc.) is to be distributed or exhibited in Ontario, it must first be classified by the OFRB. The Board's objective is to classify films and thereby provide the public with sufficient information to make informed viewing choices for themselves and their children.

REGULATORY AUTHORITIES

The ministry's regulatory authorities are based on several pieces of legislation. The *Safety and Consumer Statutes Administration Act* provides a framework for the administration of electrical safety, motor vehicle dealers and sales persons, travel sales, as well as real estate salespersons and brokers. The oversight frameworks applicable to funeral services regulation, technical standards, new home warranties, and appellations of Ontario-made wine are established within specific statutes for each respective area.

Each statute establishes an accountability and governance framework between the ministry and a not-for-profit corporation that administers legislation on behalf of the government in specific consumer or safety areas.

The ministry monitors regulatory authority service delivery and the government enacts the legislation and regulations that are administered within a defined business sector. The regulatory authorities deliver services such as licensing, inspections, complaint handling and enforcement.

The **Board of Funeral Services (BoFS)** regulates the funeral industry by administering the *Funeral Directors and Establishments Act*. It also mediates and adjudicates complaints and administers a consumer compensation fund.

The **Electrical Safety Authority (ESA)** enforces Ontario's Electrical Safety Code, regulates electrical distribution safety and licenses electrical contractors and master electricians. The ESA is also responsible for ensuring that electrical products used in Ontario are subject to reporting in relation to product defects and recalls.

The **Ontario Motor Vehicle Industry Council (OMVIC)** administers the *Motor Vehicle Dealers Act* and the Motor Vehicle Dealers Compensation Fund. It is responsible for registering motor vehicle dealers and salespeople and conducts inspections and investigations.

The **Real Estate Council of Ontario (RECO)** administers the *Real Estate and Business Brokers Act, 2002* which regulates the conduct of real estate salespersons and brokers.

The **Tarion Warranty Corporation** registers new home builders and vendors. It enrols new homes for warranty coverage, investigates illegal building practices and resolves warranty disputes between builders/vendors and homeowners.

The **Technical Standards and Safety Authority (TSSA)** enforces public safety standards in industry sectors such as amusement devices, boilers and pressure vessels, elevating devices, natural gas, petroleum, propane fuels and equipment, operating engineers and upholstered and stuffed articles.

The **Travel Industry Council of Ontario (TICO)** administers the *Travel Industry Act*. It regulates travel retailers and wholesalers and manages Ontario's Travel Compensation Fund.

The **Vintners' Quality Alliance Ontario (VQA Ontario)** establishes and administers the framework for an 'Appellation of Origin' system governing the production and marketing of quality Ontario wines designated 'VQA'.

LEGISLATION

Name of the Act
Apportionment Act
Arthur Wishart Act (Franchise Disclosure), 2000
Assignments and Preferences Act
Athletics Control Act
Bailiffs Act
Business Corporations Act
Business Names Act
Business Regulation Reform Act, 1994
Cemeteries Act (Revised)
Collection Agencies Act
Collision Repair Standards Act, 2002 - unproclaimed
Condominium Act, 1998
Consumer Protection Act, 2002
Consumer Reporting Act
Corporations Act
Corporations Information Act
Discriminatory Business Practices Act
Electricity Act, 1998, Part VIII
Electronic Registration Act (Ministry of Consumer and Business Services Statutes), 1991
Extra-provincial Corporations Act
Factors Act
Film Classification Act, 2005
Funeral Directors and Establishments Act
Funeral, Burial and Cremation Services Act, 2002
Horse Riding Safety Act, 2001
Limited Partnerships Act
Ministry of Consumer and Business Services Act
Motor Vehicle Dealers Act, 2002
Not-for-Profit Corporations Act, 2010
Ontario New Home Warranties Plan Act
Paperback and Periodical Distributors Act
Partnerships Act
Payday Loans Act, 2008
Personal Property Security Act
Real Estate and Business Brokers Act, 2002

Name of the Act
Repair and Storage Liens Act
Residential Complex Sales Representation Act
Retail Business Holidays Act
Safety and Consumer Statutes Administration Act, 1996
Securities Transfer Act
Technical Standards and Safety Act, 2000
Travel Industry Act, 2002
Vintners Quality Alliance Act, 1999
Wine Content and Labelling Act, 2000

*Responsibility for these statutes is shared with the Ministry of Government Services

Ministry Contribution to Key Priorities & Results

Priorities

- **Serving the Public Interest**
- **Strong Economy**

Key Results

- Strengthening consumer protection and public safety
- Modernizing the business and consumer protection regulatory environment

Measures

- At least 85% customer satisfaction with service from the Consumer Services Bureau
- Overall 85% satisfaction rate of regulatory authorities with the clarity, timeliness and relevance of relationship management and policy development support in relation to the administration of the statutes for which the ministry is responsible

Major Activities

Public Safety

- Administer public safety statutes through the Electrical Safety Authority, Technical Standards and Safety Authority and Consumer Protection Branch
- Provide oversight, accountability, governance, policy development and relationship management services for the above regulated authorities
- Work to reduce regulatory burden and create a more positive economic climate

Consumer Protection

- Administer consumer protection statutes through the ministry's regulatory authorities
- Provide oversight, accountability, governance, policy development and relationship management services for consumer protection regulatory authorities.
- Promote consumer awareness
- Investigate consumer complaints, enforce legislation/regulations and provide mediation services
- Support policy agenda for consumer protection and business law modernization

Ministry Contribution to Key Priorities & Results

Key Performance Measures

MCS has two key performance indicators to track the impact of its work in helping consumers and working with DAAs:

- The level of consumer satisfaction with services from the ministry's Consumer Services Bureau: in 2011-12 the Bureau achieved a 94% customer satisfaction rating; and
- The level of regulatory authority satisfaction with the ministry's performance in relationship management and policy development: a survey was distributed in January 2011 to the regulatory authorities to formally gather information which identified an over 80% weighted average satisfaction rate.

Highlights of Achievements

A summary of the key results for 2011-12 follows.

Programs

- Part VII of the *Payday Loans Act, 2008* was proclaimed in force March 1, 2011 establishing the Ontario Payday Lending Education Fund and permitting the Minister to designate a corporation to be known as the Ontario Payday Lending Education Fund Corporation to administer the Fund. The *Act* provides that licensees under the *Act* will make payments to the fund at an amount established by Minister's Order. There are presently more than 900 licensees under the *Act*.
- Negotiated the transfer of Alcohol and Gaming Commission of Ontario (AGCO) adjudication functions to the Licence Appeal Tribunal (LAT) and pursued related legislative changes.
- Completed work with the Ministries of Economic Development and Trade (MEDT) and the Attorney General on a Treasury Board submission to address the AGCO's budget deficit.
- Strengthened accountability measures for regulatory authorities, including a revised Accountability Agreement with Tarion in November 2010.
- Consultations with the wine industry and stakeholders and the development of new VQA programs with MEDT and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to support the wine and grape sector to achieve a more prosperous and sustainable industry; as well as completing the repeal of the regulation of wine content and related clarity and trade objectives.

In 2011-12, the ministry achieved its goals for modern and effective consumer protection, public safety and business laws:

- Effective preparation to implement professional Mixed Martial Arts (MMA) events in Ontario, including new regulations under the *Athletics Control Act*;
- Regulatory amendments to modernize professional boxing regulations of the *Athletics Control Act* completed;
- Introduction through to Royal Assent of the *Not-for-Profit Corporations Act, 2010* (Bill 65);
- Approval of the *Funeral, Burial and Cremation Services Act, 2002* and regulations;
- Regulatory amendments to enhance consumer protection under the *Travel Industry Act* were completed;
- Launch and completion of the condominium owners' survey with approximately 3,100 completed surveys received;
- Consultation on and reform to new propane safety requirements to scale Risk and Safety Management Plan requirements according to facility size under the Propane Storage and Handling regulation completed; and
- Proclamation of Bill 187, *Technical Standards and Safety Statute Law Amendment Act, 2009* and a new Memorandum of Understanding with the Technical Standards and Safety Authority was completed.

In 2010-11, MCS developed and launched a new consumer awareness strategy to educate people about their consumer rights and responsibilities and to increase public awareness of MCS as a source of consumer information and protection. The strategy succeeded in broadening the appeal, increasing the frequency and expanding the reach of the ministry's communications and marketing.

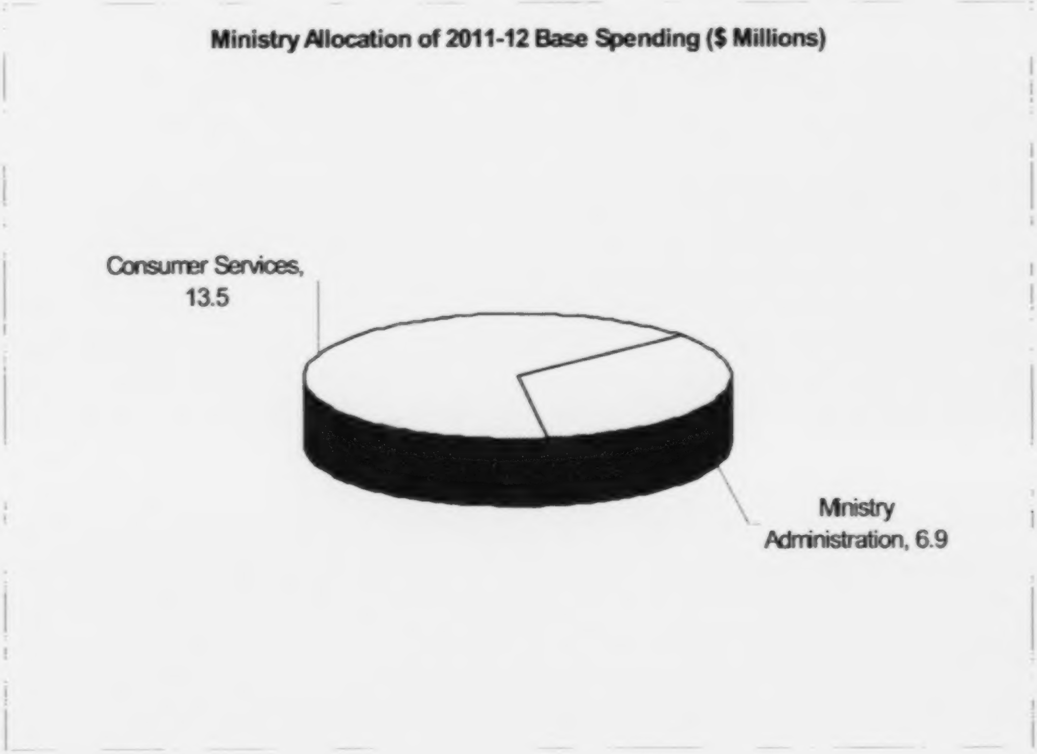
Key tactics included: monthly consumer themes, events and promotions; an ongoing expansion and refresh of the ministry's website; and a proactive media relations campaign.

- The ministry participated at 24 events planned or coordinated by the Communications Branch that showcased the MCS mandate to inform and protect consumers.
- Consumers' recognition and use of the ministry's website increased steadily. Annual visitors to the site exceeded 495,000. Twenty consumer tips videos were produced and added to the site.
- The proactive media relations campaign helped to establish the ministry as a primary and reliable source of consumer and public safety information for electronic, print and online media.
- The ministry produced 324,000 copies of its 2011 Smart Consumer Calendar. In addition to English and French, the calendar was available in simplified and traditional Chinese, Spanish, Punjabi and Tamil.

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures ($M)
Operating Expense	**20.384**
Capital Expense	**0.002**
TOTAL Expense	**20.386**
Operating Assets	**0.001**
Capital Assets	**0.001**



MINISTRY OF CONSUMER SERVICES

Table 2: OPERATING AND CAPITAL SUMMARY BY VOTE

The ministry plays a lead role in strengthening consumer protection and public safety. It is responsible for many of the Province's consumer protection programs, either directly or through oversight of delegated administrative authorities. In the area of public safety, the ministry oversees the Technical Standards and Safety Authority and the Electrical Safety Authority. Ministry staff continually review the regulatory environment businesses face in order to streamline the system and remove unnecessary barriers. The ministry devotes resources to ensuring consumers are well protected and informed about their rights. Ministry staff work in partnership with industry and key stakeholders on government policies and information campaigns to strengthen public safety.

Votes/Programs	Estimates 2011-12 $	Change from 2010-11 Estimates		2010-11*		Actuals 2009-10 $
		$	%	Estimates $	Interim Actuals $	
OPERATING AND CAPITAL EXPENSE						
Consumer Services Program	20,319,000	(1,466,900)	-7%	21,785,900	18,303,186	17,302,948
Total Including Special Warrants	20,319,000	(1,466,900)	-7%	21,785,900	18,303,186	17,302,948
Less: Special Warrants	-	-	-	-	-	-
Total To Be Voted	20,319,000	(1,466,900)	-7%	21,785,900	18,303,186	17,302,948
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	67,014	1,000	2%	66,014	65,968	71,869
Ministry Total Operating and Capital	20,386,014	(1,465,900)	-7%	21,851,914	18,369,154	17,374,817
OPERATING AND CAPITAL ASSETS						
Consumer Services Program	2,000	-	0%	2,000	-	-
Total Assets To Be Voted	2,000	-	0%	2,000	-	-

* Estimates for the previous fiscal year are restated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the Ontario Budget.

APPENDIX: ANNUAL REPORT 2010-11

APPENDIX: ANNUAL REPORT 2010-11

Through its **Consumer Protection Branch**:

The ministry achieved the following results in resolving issues:

- $322,699 in mediated refunds;
- $414,103 in restitution;
- $211,707 in cancelled or rescinded contracts for goods delivered, services started and other remedies in hundreds of cases;
- advice and assistance on over 55,000 calls and complaints;
- 376 closed compliance inspections and field visits;
- 1,103 charges laid with a 95% successful prosecution rate;
- over $317,800 in fines against violators;
- over 751 months of court ordered probation that effectively gets offenders out of the marketplace; and
- 22 months of incarceration.

- The Cemeteries Regulation Unit achieved 92% compliance with regard to annual filings of financial reports by licensees. Nineteen burial sites (mostly Aboriginal) were discovered and are being dealt with according to the *Cemeteries Act (Revised).*

- The Office of the Athletics Commissioner supported the oversight of 14 professional boxing and kickboxing events in the province, and completed preparations in order to accept applications for professional mixed martial arts events in 2011.

In support of **consumer education**, the Branch:

- Delivered or participated in 57 public education/community events to advise consumers about their rights, including outreach to various centres for new Canadians, an ESL class at the York Catholic School Board, a presentation to the Renovator & Custom Builder Council, education within the Mandarin and Cantonese communities (Richmond Hill Library and Fairchild TV), participation in a focus group on Debtor-Creditor-Consumer Issues, sponsored by the University of Toronto, Faculty of Law, outreach in support of cemetery regulation compliance, and a booth display at the Quarter Century Club in Toronto.

Through its former **Sector Liaison Branch**[1], the ministry:

- Strengthened accountability measures for regulatory authorities including: modern controllership principles and initiating revisions to accountability agreements. The Accountability Agreement between the Minister and Tarion was signed in November 2010.

- Signed a Memorandum of Understanding (MOU) with the Technical Standards and Safety Authority. The MOU, which replaces the current Administrative Agreement, will improve transparency and accountability in the public safety sector by including enhanced governance and oversight mechanisms required by Bill 187 and incorporating the recommendations made by the DAA Model Review and the Auditor General.

- AGCO: The ministry supported the transfer of the AGCO to MAG, and implemented a plan to improve AGCO governance for MAG prior to its transfer. This included negotiating a transfer of AGCO adjudication functions to LAT and related legislative changes. The ministry also completed work with MEDT and MAG to address its budget deficit.

- Gaming: Received policy approval to reform the regulations under the *Gaming Control Act* and incorporate new internet and charitable gaming programs.

- Wine and Grape Strategy: The ministry worked with MEDT in developing new VQA programs which were introduced in April 2010. The ministry also consulted with wine industry stakeholders on repealing the *Wine Content and Labelling Act*, transition provisions and related clarity and trade objectives.

- First Nations Gaming: The Minister approved a new extended gaming agreement for the Mississaugas of Scugog Island First Nation.

- *Liquor Licence Act*: Completed consultation on Special Occasion Permits (SOPs) and developed proposals to streamline the system.

Through the former **Policy Branch,** the ministry:

- Introduced new legislation to modernize and reform the legal framework that applies to the not-for-profit sector after significant consultation with stakeholders and in close cooperation with the Ministry of Government Services. The new *Not-for-Profit Corporations Act, 2010* received Royal Assent and upon proclamation will provide a streamlined incorporation process and facilitate not-for-profit social enterprise activities that contribute to the economic growth of Ontario.

- Brought into effect new regulations under the *Athletics Control Act* to allow for professional Mixed Martial Arts (MMA) events in Ontario. The new regulatory regime emphasizes the safety of participants and ensures promoters and competitors have the proper licences and that mandatory health and safety standards are in place before any professional MMA event is held in the province.

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[1] Note: In February 2011, the former Sector Liaison Branch and Policy Branch were realigned to form two new branches, the Consumer Policy and Liaison Branch and the Public Safety Branch.

- Obtained approval of the *Funeral, Burial and Cremation Services Act, 2002* regulations to enhance protection of consumers making purchases at a most vulnerable time. Approval of this new regulatory framework for cemeteries, crematoriums and funeral homes allows for a more level playing field for businesses and consistent rules to protect consumers.

- Strengthened consumer protection by amending regulations under the *Travel Industry Act* to respond to recommendations in the Assessment of Consumer Protection Against Financial Instability in the Travel Industry. The goal of these changes is to ensure the travel industry continues to act in the best interests of the public and that consumers have confidence in Ontario travel companies.

- Worked with industry to promote voluntary participation in a province wide one call to dig system. Awareness about the benefits of participation has increased among underground infrastructure owners such as utilities and municipalities.

- Worked with the Technical Standards and Safety Authority and others to implement the recommendations of the Propane Safety Review panel.

- Worked with the Technical Standards and Safety Authority and the Office of the Fire Marshal (OFM) on the implementation of propane Risk and Safety Management Plan safety requirements for all propane transfer facilities in Ontario.

- Created the Chief Safety and Risk Officer (CSRO) for the Technical Standards and Safety Authority, a position established through amendments to the *Technical Standards and Safety Act, 2000.* The CSRO will provide independent oversight and review of the Technical Standards and Safety Authority and its activities. The goal of this position is to make further improvements to technical safety in the province as well as increasing accountability and transparency between the Ministry and the Technical Standards and Safety Authority. The new CSRO was publicly announced in February 2011.

Table 1: Ministry Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M)
Operating	**18.4**
Capital	**-**
Staff Strength (as of March 31, 2011)	**144**

Economic Developement
and Trade

Ontario

Published Results-based Plan 2011-12

Ministry of Economic Development and Trade

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PUBLISHED RESULTS-BASED PLAN 2011-12

Ministry Overview

Ministry Vision

The Ontario Government is committed to a strong economy. The Ministry of Economic Development and Trade (MEDT) supports this government priority through its vision for Ontario being a *"global leader in job creation, investment attraction, export development and sustainable economic development"*. Our vision, simply put, is *"Ontario…where business works"*.

Ministry Mandate

MEDT provides leadership in sustaining and enhancing the economic competitiveness and growth of Ontario businesses. Our mission is *"to champion Ontario business interests at home and abroad"*.

Priorities

Enhanced Investment Attraction and Promotion

- Attract foreign companies and investment to the province to create new jobs in key strategic sectors.
- The ministry's network of International Business Development Representatives (IBDRs) and its Senior Economic Officers proactively engage foreign companies to convey Ontario's value proposition for foreign direct investment.
- Build Ontario's brand as a destination for global business.

Focused Investment Retention and Sector Development

- Through the implementation of comprehensive Sector Strategies, the ministry builds and continues to strengthen sector relationships to support the long-term innovation, productivity and competitiveness of Ontario's strategic sectors in the global market.
    - These strategic sectors include Advanced Manufacturing (Aerospace, Automotive, Clean Technologies, Steel and Chemicals), Information and Communications Technology (Interactive Digital Media), Life Sciences (Bio, Pharma and Medical) and Financial Services.
- Support economic growth at the regional level and work with industry associations to address regional challenges.
- Assist new Ontario business in start-up and early stage development through a network of 57 Small Business Enterprise Centres (SBECs).
- Provide opportunities for Ontario's youth to explore entrepreneurship as a viable career option.

- Provide direct business advisory services to Ontario's high performing firms.

Improved Economic Competitiveness in Ontario and Internationally

- Increase Ontario's trade by providing assistance to new and existing exporters diversifying into new markets.
- Assist Ontario's investment attraction efforts through marketing, research, and business immigration to support its network of International Business Development Representatives.
- Advance Ontario's trade interests at the international level and within the domestic market.
- Lead in the development and coordination of economic development, trade, small business and investment policies and programs.
- Deliver economic development programs to stakeholders.

Superior Customer Service

- Continue to streamline and focus the regulatory environment to deliver results for business, while protecting the public interest.
- Deliver better products and services, including service standards and guarantees that support the needs of business.
- Foster an open and responsive working relationship between business and government.

Internal Corporate Support

- Promote modern controllership principles across the ministry to ensure the prudent use of public funds.
- Provide a wide range of corporate and communication services.
- Provide advice and support to help the ministry and government achieve their objectives in economic development, job growth and innovation.
- Provide legal and strategic policy advice and opinions to support the policy, legislative, and operational objectives of the ministry.

Strategies

MEDT will deliver on its mandate by focusing on the following 3 strategies.

1. *Economic Development*

Support growth in key business clusters and sectors by promoting and supporting new business investment and administering related funding programs. Form partnerships with industry stakeholders to move forward with new economic development initiatives.

Economic Development

Improve Ontario's economic competitiveness and innovation by: promoting regional, sector and cluster development through sector strategy development; supporting regional economic development; and providing assistance to Ontario regions and industry sectors facing economic development challenges.

Strategic Policy

Provide strategic policy options relating to investment, trade and economic development, and support a strong horizontal economic policy development environment that links MEDT with the Ministry of Finance, Cabinet Office and other ministries.

Trade Policy

Support Ontario's participation in international and internal trade negotiations. Provide sound advice on trade policy and on trade disputes.

Open for Business

Create faster, smarter and streamlined government-to-business services and regulations that make Ontario more attractive for business development, while protecting the public interest.

2. *Trade and Investment*

International Trade and Marketing

Grow Ontario's international profile, global trade, and business immigration with the goal of generating economic vitality and jobs in key strategic sectors.

Investment

Attract foreign companies to the province to create new jobs and investment in key strategic sectors.

Work in partnership with other ministries, the Federal Government and local economic development organizations to support collaborative investment lead generation activities, servicing of investment opportunities and deal closing.

3. *Small and Medium Enterprise*

Champion the small business community and support the growth and development of small and medium sized enterprises (SMEs) and promote entrepreneurship as a viable career option for youth.

Challenges

The Ministry faces a number of challenges in delivering its mandate in 2011-12. These include:

- The global economy continues to recover unevenly from the recent world-wide recession. This includes a slow economic recovery in the U.S. and fiscal uncertainty in a number of European Union countries (e.g. Greece, Portugal and Ireland).
- Access to capital remains a key challenge across industrial sectors in Ontario and a substantial barrier to growth.
- The earthquake in Japan will likely have both short and long-term global economic impacts, as that country struggles to rebuild its infrastructure.
    - This will likely include impacts on global supply chains for autos, auto parts, electronics and other goods produced in Japan, and a potential decline in global financing if Japanese investors pull money out of global markets to rebuild their domestic infrastructure versus investing abroad.
- Geo-political unrest in key oil-producing regions (e.g. northern Africa and Middle East) will impact on global energy prices and will increase input costs for Ontario's manufacturing sector.
- The high value of the Canadian dollar continues to present a challenge to exporters and to government efforts to encourage investment, especially in the manufacturing sector.
- The potential adoption of protectionist measures in key markets that could restrict access to commercial opportunities for Ontario businesses.
- A major restructuring is continuing to take place across North America and across the globe. Manufacturing has been particularly hard hit as companies face fierce foreign competition from emerging global economies and jobs move to lower cost jurisdictions.
- Ontario's carbon based industries are transitioning to lower carbon footprints, while ensuring they remain productive / competitive in light of investments being made in competing jurisdictions.
- Layoffs and economic uncertainty have created an increase in demand for government services.
- Ontario's renewable energy sector faces uncertainty due to interconnection issues for renewable projects and Japan's World Trade Organization complaint against the Green Energy Act's domestic content provision.
- Heavy industrial users of electricity face a widening gap in power rates between Ontario and competing jurisdictions. Ontario's heavy industrial sectors require innovative solutions to improve their energy efficiency.

- International trade dynamics have changed over the past few years with the shift of economic growth away from developed markets to Brazil, Russia, India and China (BRIC), Gulf Cooperation Countries (GCC), Association of Southeast Asian Nations (ASEAN) and other emerging markets and the emergence of globally integrated supply and value chains.
- Competition for foreign direct investment and/or global supply chain mandates is fierce, with both emerging and mature jurisdictions aggressively marketing their advantages.
- Many other jurisdictions have similar claims to Ontario (e.g. low taxes, etc.) – we need to differentiate Ontario from our competitors

Meeting the Challenges

The ministry plans to work with other ministries and private sector partners to meet these challenges by focusing on:

- Encouraging greater productivity and more innovation across all economic sectors in Ontario.
- Aggressively marketing the attributes of Ontario as a great place to invest, work and live, including support for regional economic development through:
    - Eastern Ontario Development Fund (EODF) - Attracting investments that will contribute to a stronger economy in Eastern Ontario.
    - Communities in Transition (CIT) - Providing assistance to regional economies affected by the economic slowdown.
- Helping growth-oriented small and medium-sized firms identify and/or access the resources they need (from both the public and private sectors) to grow their companies, become more globally competitive, and retain / create new jobs.
- Support Ontario-based businesses in the development and production of next generation products and services.
- Securing new strategic investments to create jobs and growth.
- Mitigating the impact of any disruption to the province's manufacturing sector due to the Japan crisis by working with the federal government to ensure that companies and workers are supported.
- Advancing the 'Open for Business' initiative to create faster, smarter and more streamlined government to business services and regulations with a focus on sectors.
- Continuously consulting with stakeholders and addressing investment and retention opportunities, impediments and issues.
- Obtaining improved access to key markets for Ontario's exporters and investors, through inter-provincial and international trade negotiations.

- Defending Ontario's commercial interests in trade disputes by leading the development and execution of Ontario's defence.
- Supporting Ontario's key sectors through implementation of comprehensive Sectors Strategies.
- Work with industry and other ministries to support Ontario's transition to a low carbon economy.
- Working with entrepreneurs, including displaced workers and those affected by the economic downturn, to create and sustain new businesses.
- Supporting the growth and development of Ontario's wineries as part of the government's long-term plan for the wine and grape industry.
- Supporting the growth and success of Ontario's craft brewery sector.
- Supporting Ontario's renewable energy and clean technologies sector, including wind, solar and water, by working with the sector and other ministries to resolve issues and further economic growth in Ontario.
- Continuing the delivery of the PROBE for Sustainable Business assessment tool to support Ontario small and medium enterprises in their efforts to become increasingly environmentally sustainable.
- Supporting supplier development initiatives which work to build awareness and linkages for Ontario's manufacturers in Canada's fast-growing energy sector, particularly the wind and solar sectors.
- Supporting supplier development events which provide qualified, innovative, small companies the opportunity to build the resources and relationships needed to work with large Canadian retailers.
- Ensuring a consistent supply of highly skilled talent.
- Implementing many of the key new initiatives that were identified through the recent Trade Review Project that would provide further assistance to Ontario exporters to grow internal capacity, compete successfully in global markets and increase jobs and prosperity in Ontario.
- Continue to aggressively market Ontario's unique business benefits to an international audience.

Ministry Activities

1. ECONOMIC DEVELOPMENT

Strengthening Ontario's Economy

Open Ontario is the government's new strategy toward strengthening the economy and helping the private sector to create jobs through innovation and new opportunities. MEDT is in a strategic position to play a strong role in ensuring success in this new program, outlined in the 2010 Budget. The ministry will also work to position Ontario for long-term success by working with industry stakeholders to foster innovation and drive productivity improvements.

Green Energy

Ontario is on the cusp of being a global leader in renewable energy development, industrial innovation and climate protection. That is why the province will take every occasion to attract innovative green projects that will create green collar jobs for our economy.

Investment Promotion

MEDT will take every opportunity to promote and market the benefits of investing in Ontario. These include tax reform, research and development tax credits, investments in post-secondary education, workers skills and training, health care and infrastructure to name a few.

Strengthening of Industry Clusters

Ontario is strengthening its industry-leading clusters by promoting innovation in key sectors such as Advanced Manufacturing, (Aerospace, Automotive, Clean Technologies, Steel and Chemicals), Information and Communications Technology (including Interactive Digital Media), Life Sciences (Bio, Pharma and Medical) and Financial Services.

Collaboration with Partners to Promote Economic Development

To take advantage of strategic opportunities and to achieve efficiencies, MEDT will work with other Ontario ministries, other levels of government (local and regional), industry organizations and the private sector, to focus on attracting investments to Ontario.

Support is provided to industry advisory councils representing the manufacturing industry, small business and trade.

Forging Business Partnerships

In support of the government's plan to provide more economic opportunities and better infrastructure, education and health care for rural Ontario, the ministry created a multi-year Eastern Ontario Development Fund (EODF) of up to $80 million to attract investment to rural, eastern Ontario.

MEDT will continue to lead efforts to collaborate with Ontario communities and industry sectors facing economic development challenges, including plant closures, significant job losses and industry-wide restructuring, on a cost-shared basis through the $1 million Communities in Transition (CIT) fund.

The ministry will continue to meet its existing commitments to the automotive, manufacturing and other sectors through the Ontario Automotive Investment Strategy (OAIS), Advanced Manufacturing Investment Strategy (AMIS) and Next Generation of Jobs Fund (NGOJF) programs.

Strategic Policy

Strategic policy options relating to economic development and trade are formulated to support a comprehensive and forward-looking policy agenda through:

- Horizontal (across ministries) integration.
- Examining emerging economic development and investment issues and trends.
- Trade policy, dispute management and international and inter-provincial negotiations.

Open for Business (OFB)

This program works with all government ministries to:

- Create more open and responsive ways for government to work with business.
- Modernize Ontario's regulatory environment.
- Build a foundation for improving services to business that protects the public interest, fosters business competitiveness and welcomes new business to the province.

Some key OFB initiatives include:

- Adopting the federal Business Number as a single account number for dealing with business, replacing the multiple identifiers currently in use.
- Developing and implementing a new risk and performance based environmental approvals system that will transform the environmental approvals program. As a first step, in September 2009, the Ministry of the Environment eliminated a backlog of approximately 1,700 applications.
- Creating a single toll-free business telephone number to serve as a single point of access for business to 12 existing, commonly used ServiceOntario numbers and an additional 70 programs, covering more than 160 telephone numbers. ServiceOntario, in collaboration with Industry Canada, launched the Business Info Line in February 2010.

2. TRADE AND INVESTMENT

International Trade

Assists small and medium-sized Ontario companies with exportable goods and services to access and expand into international markets. Initiatives include international trade missions and exhibitions, virtual trade missions and one-on-one export and market consulting, as well as export education programs and seminars.

Investment Attraction

- The Ministry is involved in all facets of investment attraction including; direct marketing, investment lead generation, sales, servicing and investment retention.

- Direct marketing includes working with the ministry's Marketing Branch on the development and implementation of direct marketing campaigns, including direct mail and other electronic media to keep Ontario top of mind with corporate decision-makers.
- Lead generation and sales activities are conducted through corporate calls to company investment location decision-makers. These corporate calls are undertaken by Ontario's network of 30 locally-engaged International Business Development Representatives (IBDRs) and Investment Division staff and the ministry's Senior Economic Officers.
- Investment servicing focuses on managing client relationships and account management services over the entire lifecycle of the project. This includes strategic business case development, site selection and real estate information, familiarization tours for company executives who may visit Ontario, business immigration services and assistance in accessing and understanding federal and provincial tax and funding programs.
- Aftercare and business retention refers to ministry and Division efforts to work with investors who have sited a facility/location in Ontario to ensure that there are no outstanding investment issues and to identify future opportunities for reinvestment and expansion.

Leverage Investments Through Sound Banking System

In light of the importance that the financial services industry contributes to Ontario's economy and the relative success of Canada's financial institutions throughout the economic downturn, the ministry has established a strong partnership with the Toronto Financial Services Alliance (TFSA) and its federal and local economic development partners to achieve the Toronto Financial Services Global Hub Strategy objectives of: (1) attracting and creating 5,000 additional financial services jobs to Toronto by 2012 and 15,000 by 2015; (2) achieving the #2 financial services position for Toronto in North America and top 10 globally by 2015; (3) developing leading positions for financing Mining, Metals, Energy and Clean Technologies, and Retirement Financing; and (4) growing the fund administration, asset and liability processing, production support and high-value client servicing subsectors.

The ministry will assume the lead on the investment lead generation strategy and dedicate further resources to lead generation and investment attraction activities on behalf of the TFSA. The ministry will also support the broader marketing and promotion efforts of the TFSA.

Business Immigration

Encourages international business people to immigrate and invest their entrepreneurial expertise, technical skills and capital in Ontario. Services include consultations, seminars and information on establishing businesses in Ontario.

International and Domestic Marketing Campaigns
Build awareness of Ontario as a premier investment location and a source of high quality goods and services. This includes the promotion of the ministry's trade development programs and services as well as the development and production of advertising, media relations, direct and interactive marketing web site content development, collateral materials and other technology, including a state-of-the-art geographical information system (GIS).

International Marketing Centres (IMCs)
Provide investment and trade services in key international markets, promote economic interests and raise the profile of Ontario. Headed by the Senior Economic Officers, the centres are co-located within Canadian missions in London, Los Angeles, Munich, New Delhi, New York City, Shanghai, Tokyo, Beijing, Mexico City and Paris.

Ontario Investment and Trade Centre
Ontario's state-of-the-art investment and trade presentation and collaboration centre serves as the focal point for business to access government investment, export and business immigration programs and services.

3. SMALL AND MEDIUM ENTERPRISE

Small Business Enterprise Centres (SBECs)
In partnership with local municipalities, Ontario's network of 57 Small Business Enterprise Centres assists new entrepreneurs in the evaluation and process of business start-up and provides support primarily to early growth-stage businesses through their first five years. Longer established small businesses are also assisted with expansion and growth. Entrepreneurs are provided with easy access to business consulting services and information, workshops and seminars to start and grow their business. The service is managed locally, coordinated provincially, and supported by public and private sector partners.

Business Advisory Services
Through 12 field offices located throughout southern Ontario, staff provide advisory services to innovative, growth-oriented small and medium-sized firms to help these firms identify opportunities for growth and provide advice on exporting, marketing, financing, innovation, sustainability as well as establishing ways to become more competitive through cost reduction strategies. In addition, the branch delivers supplier development programs to connect SMEs to supplier opportunities in energy, clean technology, retail, etc. It also creates networking opportunities for CEOs and presidents to help facilitate their continued success through programs such as the Wisdom Exchange and the Leading Growth Firms series of reports.

Youth Entrepreneurship
Summer Company provides hands-on business training and mentoring, together with financial support, to help enterprising students (ages 15-29) start up and run

their own summer businesses. The Youth Entrepreneurship Partnerships Program provides funding to non-profit organizations to facilitate the development of an enterprising culture among Ontario youth. Ontario Global Edge provides entrepreneurial international work opportunities to post-secondary students, allowing them to gain the experience, knowledge and skills needed to effectively engage in the global market place. The Business Plan Wizard is an e-learning application that presents the theory and skills of creating a business plan in a fun and interactive way. The online Future Entrepreneurs tool kit provides free curriculum support materials on entrepreneurship for teachers to use with students in grades 7 – 10. It promotes the advantages of being entrepreneurial and the importance and impact of entrepreneurship and enterprising skills in our economy.

Promoting Broadband and e-Business

MEDT works with three partner ministries (MGS, OMAFRA and MNDMF) to support the provision of affordable high-speed broadband across rural and remote Ontario to foster economic growth and job creation. E-business information, products and events are delivered to SMEs through the SBECs across Ontario, in order to foster SME adoption and use of e-business to enable them to compete and succeed in the digital economy. A set of e-business resources are provided on the ministry website to promote the uptake of e-business by Ontario SMEs to improve their efficiencies, increase collaboration and help them market their goods and services to the global economy.

The Ontario Business Program Guide

The Ontario Business Program Guide is a free, easy-to-use and up-to-date directory of Ontario government support programs and services for businesses. The Guide saves businesses time and confusion in identifying the government support available to them.

Support for Ontario's Craft Brewers

The Ontario Microbrewery Strategy provides to the Ontario Craft Brewers $1 million per year for three years to fund marketing and related activities that support the growth and development of Ontario's craft brewery sector. In March 2011 the Microbrewery Strategy was extended for an additional two years (2012-13 and 2013-14) at $1.2 million per year. The Ontario Craft Brewers Opportunity Fund (OCBOF) provides $2 million per year for four years to support the continued growth and development of Ontario craft brewers. In March 2011, the OCBOF was extended until 2013-14.

Support for Ontario's Wine Sector

The Ontario Wine Strategy provides $3 million per year for five years to fund marketing and tourism activities that support the growth and development of Ontario's wine industry. The Vintners' Quality Alliance (VQA) Wine Support Program is a support program that provides $6 million per year for five years to encourage the sale of VQA table wines (wines that must contain 100 percent Ontario-grown grapes) through the Liquor Control Board of Ontario.

Programs and Outreach

Analytical and advisory services are provided to other ministries on policy, program, legislative and regulatory proposals that may affect small and medium-sized enterprises.

Highlights of Achievements

A summary of results and activities for 2010-11 follows.

Economic Development

- Developed comprehensive sector strategies for six key industries (Aerospace, Automotive, Chemicals, Clean Technologies, Information and Communications Technology and Life Sciences) to position Ontario for future growth and success.
- The Strategic Jobs and Investment Fund (SJIF) announced support for six projects, which leveraged over $1.4 billion in total industry investment and supported the creation/retention of more than 2,200 highly skilled jobs.
- The Next Generation of Jobs Fund (NGOJF) announced support for 25 projects, which leveraged close to $2.9 billion in industry investment and secured 6,243 highly skilled jobs over a five year period.
- Since the program was launched in December 2005, the Advanced Manufacturing Investment Strategy (AMIS) has made loan commitments of over $160 million to support innovative projects that will generate $1.1 billion in new investments and support the creation or retention of more than 5,200 jobs in 24 communities over a five year period.
- Organized “On the Wings of Innovation 2010”, a symposium that hosted over 50 organizations and enabled Ontario aerospace companies to network and build relationships with major global manufacturers, and introduce Ontario as a world leader in the advanced manufacturing sector.
- Coordinated the Minister’s program at the Farnborough Airshow in July 2010, including hosting Ontario events and eight corporate calls with major aerospace companies.
- Consulted widely with industry and worked with other ministries on a range of topics, including issues affecting the following sectors:
    - Information and Communications Technology
    - Financial Services
    - Manufacturing
    - Chemicals
    - Brand name pharmaceutical
    - Plastics
    - Steel
    - Bio-economy

  - Alternative energy (solar, wind and biogas) and clean technologies (water and smart grid).
- During 2010-11, the Eastern Ontario Development Fund (EODF) supported some 22 projects with a total investment of $13 million. Since the Fund was established in 2008, the government has invested $46 million in 96 projects leveraging a total investment of approximately $386 million. These investments have created almost 1,700 new jobs.
- The ministry continued to collaborate with Ontario communities and industry sectors to respond to local, sector or regional economic challenges by creating new opportunities and attracting new investment. During 2010-11, the Communities in Transition (CiT) Program supported 5 projects with a total investment of $488,000. Since 2006-07, the government has supported 54 projects across the province with a total contribution of $16.7 million.

Trade and Investment

- Closed 38 investment projects, creating 4,909 new jobs with over $945 million in investment.
- Assisted 144 companies with corporate immigration services and hosted over 3,600 existing and potential business immigrants at domestic and international seminars.
- Assisted 1,027 experienced exporters to expand into new markets and 1,029 new exporters to access export markets.
- Organized 61 outbound missions and 4 virtual trade missions, including the Premier's Life Sciences Mission to Israel and the West Bank and the Premier's business mission to China.
- Hosted or attended 62 trade related conferences / seminars.
- Through our media relations efforts, reached close to 400 million potential readers through over 3,000 articles in international news publications and electronic media with an advertising equivalency value of $44.8 million.

Small and Medium Enterprise

- The Entrepreneurship Branch supported start-up and early stage growth of small businesses and promoted youth entrepreneurship, including the following.
  - Ontario's network of Small Business Enterprise Centres helped over 11,500 business start-ups and more than 1,800 business expansions resulting in approximately 14,200 new jobs.
  - A record 650 Summer Company businesses were launched in 2010, compared with 602 in 2009.
  - Over $1.7 million was committed to 32 projects through a fourth round of funding by the Youth Entrepreneurship Partnerships (YEP) program.

- Business Advisory Services provided over 1,600 business consultations and 279 assists to client companies, resulting in:
    - Over 1,520 new jobs created with a payroll of just under $61 million, and 3,349 jobs retained with a payroll of approximately $139 million.
    - $111.5 million in new sales, including $86 million in international and inter-provincial exports.
    - Almost $24 million in cost reductions, $408 million in new capital spending and $25 million in cost savings.
    - Over $42.6 million in debt and equity financing from the private sector and $50.1 million from the public sector.
    - Over $30 million in tax credits and grants, and $28.4 million in new equity.
- The SME Programs and Outreach Branch provided programs, analysis and advocacy to support Ontario SMEs, including:
    - Implementing items from the Ontario First Nations Economic Forum Action Plan, including:
        - delivering workshops giving Aboriginal entrepreneurs, business owners, and organizations an opportunity to develop linkages with federal, provincial and First Nations governments to learn about programs and services that support small business growth and development; and
        - finalizing the First Nations Economic Development Readiness Questionnaire to assist First Nations communities determine their readiness for community economic development.

Key Performance Measures

The ministry's results are measured by tracking the following.

- Investment dollars leveraged and jobs created/retained through the investment attraction programs:
    - Strategic Jobs and Investment Fund (SJIF).
    - Next Generation of Jobs Fund (NGOJF).
    - Advanced Manufacturing Investment Strategy.
    - Eastern Ontario Development Fund.
- New investment dollars attracted in strategic industries.
- Number of companies assisted as measured by new markets entered with MEDT support.
- Number of new entrepreneurs and high performing firms assisted through the Small Business Enterprise Centres and the ministry's Business Advisory Services.

Priorities, Key Results, Divisions & Activities

A STRONGER ECONOMY

Priorities

To support and promote the growth of an innovative, competitive economy
To attract / retain investment and jobs
To support regional / local economic development
To create smarter, faster and streamlined government-to-business services and regulations while protecting the public interest
To create an entrepreneurial culture in the province, including among its youth
To ensure Ontario remains a competitive jurisdiction for manufacturing, including a leader in auto production

Key Results

Dollars of Investment Leveraged
Dollars of Investment Attracted
Jobs Created / Retained
Companies and Entrepreneurs Assisted

Divisions

Major Activities

Economic Development

- Provide strategic advice, expert knowledge and analysis on key sectors
- Work with companies in key sectors to encourage strategic investments in the province
- Manage industry relationships & engage key stakeholders
- Develop & implement key sector strategies to enhance sector competitiveness
- Manage economic development programs

Strategic Policy

- Advance Ontario's trade interests
- Lead in the development and coordination of economic development and investment policies

International Trade & Marketing

- Increase Ontario's trade by providing assistance to new exporters and existing exporters breaking into new markets
- Attract Investment to Ontario through business immigration
- Assist Ontario's investment efforts through marketing, research and in-market support
- Build Ontario's brand as a destination for global business
- Leverage Ontario's international presence through International Marketing Centres

Investment

- Proactively target investment opportunities & ensure early engagement
- Strategically generate & qualify leads, working with in-market representation & partners abroad
- Manage client relationships & provide account management over lifecycle of investments
- Promote Ontario internationally
- Deliver economic development programs to stakeholders

Small & Medium Enterprise

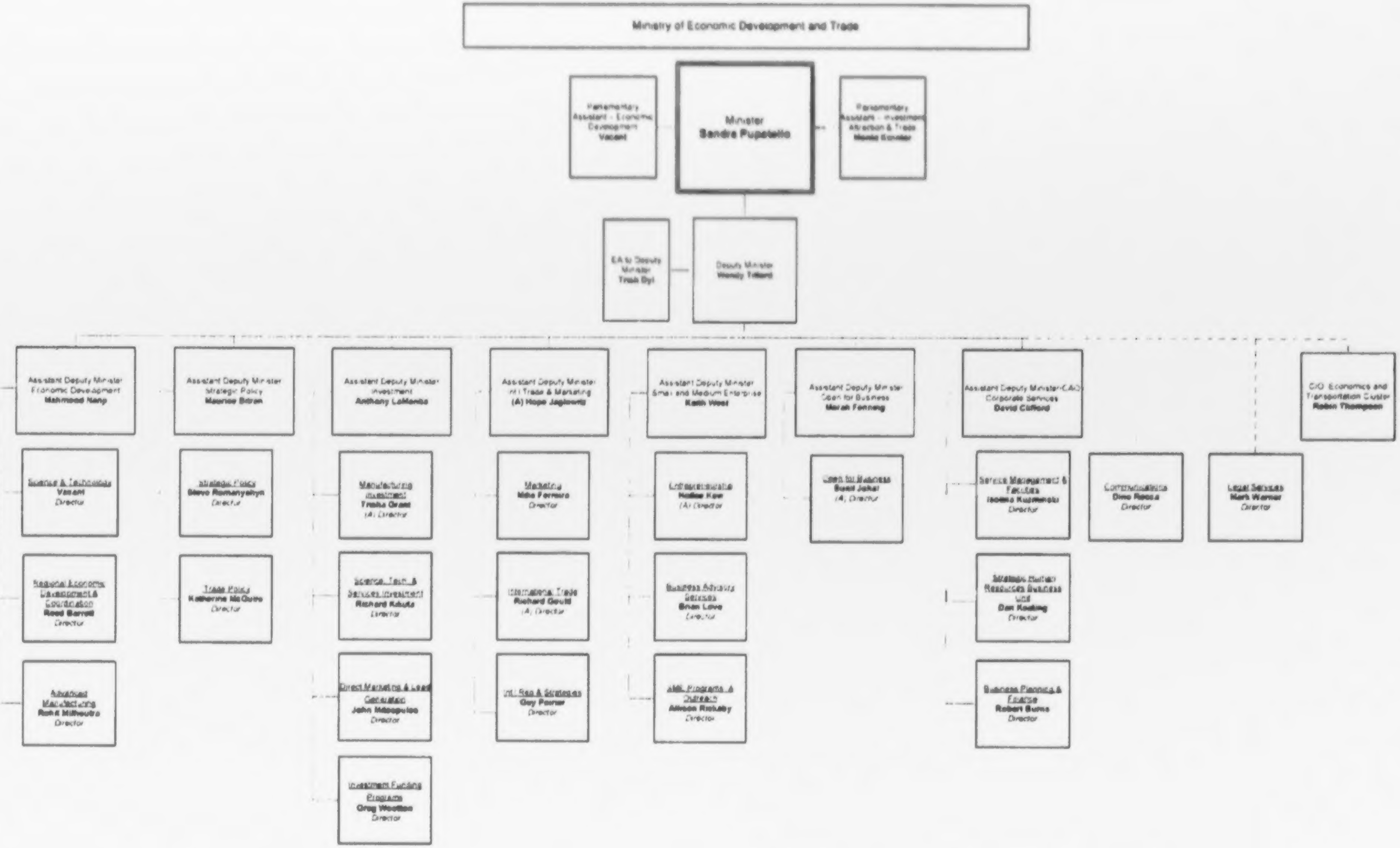
- Assist new Ontario businesses in start-up and early stage development
- Create a culture of youth entrepreneurship in the province
- Provide direct business advisory services to Ontario's high performing firms
- Promote broadband development and the use of e-business by Ontario SMEs
- Promote the use of the Ontario Business Program Guide, a directory of Ontario government programs and services for businesses

Open for Business

- Create a streamlined and focused regulatory environment that delivers results for business, while protecting the public interest
- Deliver better products and services, including service standards and guarantees that support the needs of business
- Create an open and responsive working relationship between business and government

Corporate Services

Help our program area partners achieve their business objectives by providing strategic advice, leadership and support in the areas of:
- Financial management and controllership
- Talent management
- Diversity
- Emergency management
- IT service management
- Freedom of Information
- Office accommodation


Ministry of Economic Development and Trade
Parliamentary Assistant - Economic Development
Vacant
Minister
Sandra Pupatello
Parliamentary Assistant - Investment Attraction & Trade
Monte Kwinter
EA to Deputy Minister
Trish Dyl
Deputy Minister
Wendy Tilford
Assistant Deputy Minister Economic Development
Mahmood Nanji
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Director
Regional Economic Development & Coordination
Reed Barrett
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Advanced Manufacturing
Rohit Malhoutra
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Assistant Deputy Minister Strategic Policy
Maurice Bitran
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Steve Romanyshyn
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Business Advisory Services
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AML Programs & Outreach
Allison Rickaby
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Open for Business
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David Clifford
Service Management & Facilities
Isobel Kuzmenko
Director
Strategic Human Resources Business Unit
Dan Keating
Director
Business Planning & Finance
Robert Burns
Director
Communications
Dino Rossa
Director
Legal Services
Mark Warner
Director
CIO Economics and Transportation Cluster
Robin Thompson

LEGISLATION FOR WHICH THE MINISTRY IS RESPONSIBLE

Development Corporations Act

Ministry of Economic Development and Trade Act

Research Foundation Act

AGENCIES, BOARDS AND COMMISSIONS

Advisory Agencies

Ontario Investment and Trade Advisory Council

The Council was established to provide strategic advice and support to the government on promoting Ontario to the world as a preferred location for investment, and helping Ontario firms to begin exporting to new markets or to expand their exports to existing markets

Small Business Agency of Ontario (SBAO)

The SBAO was established to help improve interactions between government and small- and medium-sized enterprises (SMEs) and to serve as a sounding board and provide high level and strategic advice to the government on key issues affecting the growth and competitiveness of SMEs in Ontario

Operational Enterprise Agencies

Ontario Manufacturing Council

The Ontario Manufacturing Council (OMC) was established to advise the government on the challenges and opportunities that Ontario manufacturers face as they compete in a globally competitive marketplace.

Ontario Immigrant Investor Corporation (OIIC)

The OIIC was established to act as a receiving vehicle for immigrant investor funds, as required by the federal government under the federal Immigrant Investor Program.

The Development Corporations

The corporations are currently responsible for managing the wind-down of their financial portfolios in a prudent and fiscally responsible manner. Public servant appointees are responsible for managing the final stages of the corporations' administrative wind-down.

ORTECH Corporation

The assets of ORTECH Corporation were sold off and the corporation is no longer operational. Public servant appointees are responsible for managing the final stages of the corporation's administrative wind-down.

PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12

Program Name	Ministry Planned Expenditures ($M)
Operating Expense*	335.554
Capital Expense	0.002
Total Expense	335.556
Operating Assets	101.500
Capital Assets	0.001

*Excludes Net Adjustment – Ontario Immigrant Investor Corporation

Table 2: Operating and Capital Summary by Vote

The Ministry provides leadership in sustaining and enhancing the economic competitiveness and growth of Ontario businesses by: stimulating investment and attracting skilled jobs in key sectors of the new economy; promoting trade and diversifying Ontario's export markets; strengthening Ontario's international profile as a premier location for investment; creating a modem system of government through the Open for Business initiative; and supporting small and medium sized businesses and promoting entrepreneurship among Ontario's youth.

Votes/Programs	Estimates 2011-12 $	Change from 2010-11 Estimates		2010-11*		Actuals 2009-10 $
		$	%	Estimates $	Interim Actuals $	
OPERATING AND CAPITAL EXPENSE						
Ministry Administration Program	16,328,700	1,515,300	10%	14,813,400		16,784,561
Economic Development and Trade Program	314,793,500	(4,110,600)	-1%	318,904,100		192,712,738
Total Including Special Warrants	331,122,200	(2,595,300)	-1%	333,717,500	0	209,497,299
Total To Be Voted	331,122,200	(2,595,300)	-1%	333,717,500	0	209,497,299
Statutory Appropriations	4,434,187	2,033,827	85%	2,400,360		1,019,035
Ministry Total Operating and Capital Expense	335,556,387	(561,473)	0%	336,117,860	0	210,516,334
Net Adjustment - Ontario Immigrant Investor Corporation	17,503,000	3,780,000	28%	13,723,000		12,895,999
Total Including Consolidation and Other Adjustments	353,059,387	3,218,527	1%	349,840,860	0	223,412,333
OPERATING AND CAPITAL ASSETS						
Economic Development	101,501,000	(25,200,000)	-20%	126,701,000		45,291,896
Total To Be Voted	101,501,000	(25,200,000)	-20%	126,701,000	0	45,291,896
Total Assets To Be Voted	101,501,000	(25,200,000)	-20%	126,701,000	0	45,291,896

* Estimates for the previous fiscal year are restated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the Ontario Budget.

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The Ministry of Economic Development and Trade (MEDT) provided leadership in fostering a competitive business climate to attract jobs and investment to Ontario. The ministry supported the government's Economic Plan Priority 'A Strong Economy for a Strong Ontario.'

In 2010-11, the ministry contributed to economic growth by attracting investments as shown in this report.

Strategic Jobs and Investment Fund

The Strategic Jobs and Investment Fund (SJIF) is a $375 million fund ($125 million grant, $250 million loan) consisting of conditional grants and interest-free loans, that will help transition Ontario's economy and build global competitiveness and long-term prosperity.

The fund targets support towards four priority sectors of Ontario's economy:

- Clean/Green Technologies;
- Financial Services;
- Information and Communication Technologies; and
- Life Sciences.

Approved at Treasury Board on April 15, 2010, the Strategic Jobs and Investment Fund was launched on June 4, 2010.

Six SJIF projects were announced in 2010-11.

- The Strategic Jobs and Investment Fund has announced Ontario support of more than $83 million ($52.4 million in grants and $31 million in loans) to support total industry investment of over $1.4 billion and more than 2,200 highly skilled jobs.

Company	Location	Loan Funding ($M)	Grant Funding ($M)	Total Project Investment ($M)	Jobs Created/ Retained
2010/11 Announced Projects					
Huawei	Ottawa	0.00	6.50	67.00	164
Max Aicher (North America)	Hamilton	9.00	0.00	106.25	300
Avaya	Ottawa/ Belleville	0.00	5.00	165.00	350
Ciena	Ottawa	0.00	25.00	900.00	1320
ArcelorMittal Dofasco	Hamilton	22.00	8.00	152.90	0
GE SmartGrid	Markham	0.00	7.90	39.70	146
Total Announced Projects		**31.00**	**52.40**	**1,430.85**	**2,280**

Next Generation of Jobs Fund (NGOJF) – Jobs and Investment Program

As at March 31st 2011, NGOJF has announced support for 25 projects, which leveraged just over $2.9 billion in industry investment and secured 6,243 high skilled jobs, through total Ontario support of approximately $421 million over a five year period.

The acceptance of new NGOJF applications was placed on hold as of December 15, 2009. However, the program continues to process and administer complete proposals received prior to its pause date.

Next Generation of Jobs Fund (Jobs and Investment Program) Projects

Company	Location	Ontario Investment ($M)	Total Project Investment ($M)	Jobs Created/ Retained
Total Prior Years Announced Projects:		**$308.43**	**$2,139.87**	**3,974**
2010/11 Announced Projects				
SiGe	Ottawa	$7.00	$46.90	64
Fifth Light	Oakville	$3.75	$25.00	100
Sandvine	Waterloo	$25.50	$170.00	270
Heroux Devtek	Kitchener	$3.98	$26.50	40
Teva Canada	Stouffville	$6.48	$56.70	202
L3 Wescam	Burlington	$17.56	$117.06	930
ASC Signal	Whitby	$0.91	$6.07	123
Dalsa	Waterloo	$24.25	$161.67	346
Desire2Learn	Kitchener	$4.25	$28.00	54
ArcelorMittal Dofasco	Hamilton	$13.60	$100.00	0
VIXS Systems Inc.	Toronto	$6.15	$40.97	140
Sub-total 2010/11 Announced Projects		**$113.43**	**$778.87**	**2,269**
Total Announced Projects		**$421.86**	**$2,918.74**	**6,243**

Advanced Manufacturing Investment Strategy (AMIS)

As at March 31, 2011, AMIS has made loan commitments of $169 million to support innovative projects that will generate over $1.1 billion in new investments and support the creation or retention of more than 5,200 jobs in 24 communities over a five year period.

The Advanced Manufacturing Investment Strategy is no longer accepting applications since February 5, 2010. However, the program continues to process and administer complete proposals accepted prior to the official pause date.

Advanced Manufacturing Investment Strategy Projects

Company	Location	AMIS Funding ($M)	Total Project Investment ($M)	Jobs Created/ Retained
Total Prior Years Announced Projects		**$118.96**	**$960.84**	**4,477**
2010/11 Announced Projects				
HC Starck Canada inc	Sarnia	$4.14	$13.80	38
Nova Chemicals Ltd.	Sarnia	$10.00	$78.30	80
Concours Mold	Lakeshore (Windsor)	$2.73	$9.10	250
Golden Valley Farms Inc.	Arthur	$3.72	$12.60	106
Ionics Mass Spectronmetry Group Inc.	Bolton	$3.99	$13.30	51
Firan Technology Group Corporation	Toronto	$5.11	$17.03	80
ITS Electronics Inc.	Concord	$3.46	$11.52	50
Ferrero Canada Ltd.	Brantford	$9.20	$30.60	40
Atlas Block	Hillsdale	$4.79	$15.98	16
Concept Plastics	Mississauga	$3.07	$10.25	53
Sub-total 2010/11		**$50.21**	**$212.48**	**764**
All Announced Projects Total		**$169.17**	**$1,173.32**	**5,241**

Eastern Ontario Development Fund (EODF)

During 2010-11, the Eastern Ontario Development Fund supported some 22 projects with a total investment of $13 million. Since the Fund was established in 2008, the government has invested $46 million in 96 projects leveraging a total investment of approximately $386 million. These investments have created almost 1,700 new jobs.

EODF Announced Projects 2010-11

Company	Location	Ontario Investment	Investment Levered	Jobs Created	Jobs retained
MacEwen Grain Inc.	Maxville	$1,500,000	$10,198,912	5	10
Ottawa Manufacturers' Network (OMN)	Rural Eastern Ontario	$245,000	$490,000	Not applicable	Not applicable
Impressions imprimerie-printing inc.	Embrun	$127,710	$851,399	5	10
Cameron Steel Inc.	Lindsay	$682,409	$4,657,394	10	51
Nestle Canada Inc.	Quinte West	$1,500,000	$14,615,000	13	298
Canadian Blast Freezers Ltd.	Quinte West	$620,820	$4,138,805	75	10
Kingston Process Metallurgy, Kingston	Kingston	$186,159	$1,241,062	5	11
Farines SPB Limited	Peterborough	$217,510	$1,450,071	13	29.0
BelleTile Inc.	Belleville	$914,776	$6,098,506	31	0
Deslaurier Custom Cabinets Inc.	Renfrew	$880,659	$5,871,057	25	93
Metro Paper Industries Inc.	Quinte West	$475,000	$3,177,000	26	92
Reynolds Food Packaging Canada	Summerstown	$102,225	$681,500	45	75
Sir Sam's Ski Area Limited	Eagle Lake	$184,500	$1,291,500	10	25
417 Bus Line Ltd.	Casselman	$139,365	$5,929,500	10	55
Sybron Canada	Morrisburg	$412,941	$2,752,939	10	283
Siemens Milltronics Process Instruments	Peterborough	$283,550	$1,890,337	10	326
Stantive Technologies	Kingston	$300,000	$3,310,000	7	10
Autosystems, a division of Magna International	Belleville	$842,986	$5,619,912	56	621
Bombardier Transportation Canada Inc.	Millhaven	$1,500,000	$13,483,206	10	181
George A. Wright & Son Limited	Kingston	$1,392,342	$9,282,282	16	50
Fraser Scates Ltd (Central Smith Creamery	Peterborough	$174,801	$1,165,342	10	20
Stonescape Ontario Inc.	Buckhorn	$377,500	$3,775,000	10	10
Announced 2010-11		**$13,060,253**	**$101,970,724**	**402**	**2,260**
Total (to date) Approved Projects		**$45,959,198**	**$385,827,530**	**1,658**	**8,323**

Communities in Transition (CIT) Program

During 2010-11, the Communities in Transition Program supported 5 projects with a total investment of $488,000. Since 2006-2007, the government has supported 54 projects across the province with a total contribution of $16.7 million.

Communities in Transition Projects 2010-11

Project	Investment ($)
Durham Region	83,000
Prescott and Russell	40,000
Welland	170,000
Gananoque	170,000
City of Thorold	25,000
Announced 2010-11	**$488,000**
Total (to date) Approved Projects	**$16,727,381**

Automotive Strategy (Ontario Automotive Investment Strategy, Large Scale Strategic Investments and Strategic Manufacturing Investments)

In 2010-11, key achievements included:

- Production across Ontario's auto sector increased 39% in 2010 over 2009.
- Honda added a second shift with 400 jobs at its No. 2 assembly plant in Alliston in early 2011. Honda attributes the second shift announcement to the rebounding economy and increased demand for its products.
- GM announced a combined $480 million investment in its St. Catharines powertrain facility, securing up to 800 jobs. GM also announced a $96 million capacity expansion investment at CAMI Automotive. The addition of new shifts has secured over 1,300 jobs for Oshawa and 819 for CAMI, resulting in the recall of all production workers along with the hiring of over 300 new employees.
- Chrysler announced that it would invest $27.2 million at its Etobicoke casting plant which will help preserve 280 jobs.

Auto Restructuring

In 2010-11, MEDT continued to support the management of Ontario's interest in GM and Chrysler.

- GM repaid its loan from the province with interest, and Ontario has sold some of its equity in the company through the IPO.
- Chrysler paid interest and some of the principal back on loans extended by the province.

Open for Business (OFB)

Results to Date

- One of the ways OFB is implementing a new relationship with business is through the government's business sector strategy. Under this strategy, organizations from various sectors identify the top five priorities affecting businesses in their industry/sector. Ministries have two months to address those priorities, explain if they cannot be addressed and deliver alternative solutions.
  - Ministries have successfully addressed the priorities of the building and land development, manufacturing, medical technologies and information and communication technology sectors. Work with the agriculture/agri-food and hospitality sectors is currently underway.
- With input and feedback from business, we have improved the consistency, quality and accessibility of over 500 business service standards across 17 ministries, and we are continuing to make our services faster, smarter and easier.
  - In April 2011, OFB launched a searchable, sortable site for business service standards on Ontario.ca/business.
- Ontario has implemented a Regulatory Policy that gives business and stakeholders increased predictability and transparency in the regulatory development process:
  - As of November 1, 2009, all proposed regulations that affect business must be posted on the Regulatory Registry website. Since April 1, 2010, regulatory proposals that affect business must be posted for a minimum of 45 days.
  - Ontario has implemented Twice Annual Effective Dates – this means regulations affecting business now come into effect twice a year, on January 1st and July 1st. Introducing regulations on two routine dates per year gives business greater predictability and helps business plan ahead. Ontario is the first jurisdiction in Canada to implement this type of initiative.
- *The Open for Business Act, 2010* delivers significant time and cost savings for business, while continuing to protect the public interest. The Act helps to:
  - Streamline approvals and modernize services.
  - Harmonize legislation with federal, provincial and municipal levels of government to lighten the administrative burden on business.
  - Deliver faster and easier government-to-business services while continuing to provide appropriate government oversight.
  - Respond to business and stakeholder requests to address specific issues.

Trade and Investment

Through its investment activities the ministry attracted over $945 million* in new investment and the creation of 4,909 new jobs. Some examples of new investments include:

2010-11 Investment Attracted

Company	Location, Sector	Investment $M Attracted	No. of Jobs
Solar Bankcorp/HHV	Windsor, Renewable Energy	130.6	300
CITCO	Toronto, Financial Services	60	220
ASC Signal	Whitby, Information Technology	31.2	123
Siemens	Tillsonburg, Renewable Energy	68.4	300
Showa	Schomberg, Automotive	25.7	297
Online Support	North Bay, Business Process Outsourcing	18.6	300

* Note: In some circumstances, there is dual reporting of investment results between the Investment Funding Programs Branch and the rest of the Investment Division. This duplication of reporting exists because the Division works directly with a company to locate its investment to Ontario, but in some circumstances funding is required to secure the investment.

- Assisted 1,027 experienced exporters to expand into new markets and 1,029 new exporters to access export markets;
- Organized a Premier's Life Sciences Mission to Israel and the West Bank consisting of 42 business delegates from 31 organizations. The mission resulted in 9 contracts / agreements signed including Teva's announcement of a $56 million investment to expand their Stouffville plant creating 20 new jobs;
- Organized the Premier's Mission to China resulting in over $256 million in investment and tourism opportunities for Ontario;
- Assisted 144 companies with corporate immigration services and hosting over 3,600 existing and potential business immigrants at domestic and international seminars;
- Hosted over 20,000 visitors at the Ontario Investment and Trade Centre through 950 events;
- Reached close to 400 million potential readers through over 3,000 articles in international news publications and electronic media with an advertising equivalency value of $44.8 million;
- Provided a total of $40.4 million through the Ontario Immigrant Investor Corporation to Infrastructure Ontario Projects Corporation's Loan program since the loan agreement was signed in January 2011. This translates to over 2,500 full time jobs created;
- Client feedback indicates that through participation in our trade programs they have achieved potential export sales valued at several $100 million;

- 86% client satisfaction rating for trade programs; and
- 94% client satisfaction rating for business immigration programs.

Small and Medium Enterprise

Through its **Entrepreneurship and Youth** programs, services and initiatives, the ministry:

- Assisted in the creation of over 11,500 new businesses and more than 1,800 business expansions and the creation of approximately 14,200 new jobs through the network of 57 Small Business Enterprise Centres (SBECs).
- Provided support to the relocation of the Markham Small Business Centre to the new Markham Convergence Centre, which also hosts The Venture Lab, Markham Board of Trade, the York Technology Alliance, the Innovation Synergy Centre of Markham and York University. This initiative was designed to bring together organizations supporting innovation and growth in the ICT sector in addition to supporting entrepreneurship and small business development in York Region.
- Administered the Ontario Global Edge program with 64 overseas placements for entrepreneurial students through post-secondary institutions.
- Supported 650 students in 2010 to start and manage their own businesses through the Summer Company program.
- Committed over $1.7 million to 32 projects through a fourth round of funding by the Youth Entrepreneurship Partnerships (YEP) program.
- Launched the Business Plan Wizard to an estimated two million students and 175,000 teachers through MEDU's Ontario Educational Resource Bank, a repository of educational resources for secondary school teachers. The Wizard is also available in French and English through a number of small business support group websites
- Through its partnership with MGS, OMAFRA and MNDMF, supported the provision of affordable high-speed broadband across rural and remote Ontario to foster economic growth and job creation.
- Coordinated and supported 142 e-business events, which were hosted by the ministry's network of 57 SBECs and attracted 3,410 participants.
- Distributed 11,410 copies of an introductory e-business handbook entitled *How You Can Profit from E-Business* and 12 booklets on advanced e-business topics.
- Increased awareness of the Ontario Business Program Guide through marketing and promotion that reached over 150,000 individuals, businesses and business organizations, and doubled annual visits to the Guide's website. Following the Open for Business consultation with Information Technology Association of Canada, made the Guide more comprehensive and user-friendly through improvements, including user instructions and FAQs, additions to program content and implementing a link to the customizable program search function in Service Ontario's One Source for Business.

Through **Business Advisory Services'** initiatives and efforts working directly with Ontario SMEs across southern Ontario:

- Business Advisory Services provided over 1,600 business consultations and 279 assists to client companies, resulting in:
  - Over 1,520 new jobs created with a payroll of just under $61 million, and 3,349 jobs retained with a payroll of approximately $139 million.
  - $111.5 million in new sales, including $86 million in international and inter-provincial exports.
  - Almost $24 million in cost reductions, $408 million in new capital spending and $25 million in cost savings.
  - Over $42.6 million in debt and equity financing from the private sector and $50.1 million from the public sector.
  - Over $30 million in tax credits and grants, and $28.4 million in new equity.
- In conjunction with the Innovators Alliance, held "An Evening with Innovators" attended by over 90 CEOs and presidents of Ontario's high performance firms and other business leaders.
- Produced Leading Growth Firm Report 18: *Driven by Innovation: Success Strategies of Winning Ontario Firms*, which was distributed to the CEOs of over 3,500 companies and is available on the ministry website.
- Hosted five Energy Connections events in partnership with the Canadian Manufacturers and Exporters to provide companies with market and industry intelligence and supports energy related trade shows.

Date	Location	Attendees
Nov. 23, 2010	St. Catharines	82
Dec. 1, 2010	Oshawa	74
Jan. 26, 2011	Kingston	84
Mar. 3, 2011	Kitchener	81
Mar. 10, 2011	London	41

Through its **SME Programs and Outreach** services, the ministry:

- Provided $6 million to 65 Ontario wineries under the Vintners Quality Alliance (VQA) Wine Support Program.
- Provided $3 million to the Wine Council of Ontario under the Ontario Wine Strategy.
- Provided $1 million to the Ontario Craft Brewers under the Ontario Microbrewery Strategy.
- Provided $1.8 million to 37 craft beer manufacturers for marketing and product development and provided $200,000 to the Ontario Craft Brewers under the Ontario Craft Brewers Opportunity Fund.
- Implemented mandatory minimum 45 day comment period for all consultation postings on the Regulatory Registry. This requirement is outlined in Ontario's Regulatory Policy

and meets the obligation set out in the Ontario-Quebec Trade and Co-operation Agreement.

- Collaborated with the Chiefs of Ontario and the Ministry of Aboriginal Affairs in the development of an action plan to address recommendations stemming from the Socio-economic Roundtable at the Ontario First Nations Economic Forum in January 2010.

Table 1: Ministry Expenditures

	Ministry Actual Expenditures ($M) 2010-11
Operating	269.1
Capital	-
Staff Strength (As of March 31, 2011)	431.3

GLOSSARY

AMIS	Advanced Manufacturing Investment Strategy
APMA	Automotive Parts Manufacturers Association
ASEAN	Association of Southeast Asian Nations
BCDC	Business Climate Deputies Committee
BRIC	Brazil, Russia, India and China
CAPC	Canadian Automotive Partnership Council
CED	Community Export Development
CEO	Chief Operating Officer
CIBMS	Customer Information and Business Management System
CIT	Communities in Transition
CVMA	Canadian Vehicle Manufacturers Association
CORPAY	Corporate Payroll System
eCRM	electronic Client Relationship Management
eDA	electronic Delegation of Authority System
EDO	Economic Development Officer/Economic Development Organization
ENERGY	Ministry of Energy
EODF	Eastern Ontario Development Fund
ETC	Economics & Transportation Cluster
FOI	Freedom of Information
FTE	Full-time Equivalent
GCC	Gulf Cooperation Countries
GIS	Geographical Information System
HR	Human Resources
ICT	Information and Communications Technologies
IIP	Immigrant Investor Corporation
IFIS	Integrated Financial Information System
IM & IT	Information Management & Information Technology
IMCs	International Marketing Centres
IT	Information Technology
ITDCs	In-Market Trade Development Consultations
ITEXus	Information Technology Exports to the United States
LCBO	Liquor Control Board of Ontario
MCS	Ministry of Consumer Services
MEDT	Ministry of Economic Development and Trade
MEDU	Ministry of Education
MGS	Ministry of Government Services
MITI	Ministry of International Trade and Investment

MCI	Ministry of Citizenship and Immigration
MNDMF	Ministry of Northern Development, Mines and Forestry
MOF	Ministry of Finance
MOL	Ministry of Labour
MRI	Ministry of Research and Innovation
MTO	Ministry of Transportation
MTR	Ministry of Tourism
NEBS	New Exporters to Border States
NGOJF	Next Generation of Jobs Fund
OADA	Ontario Automotive Dealers' Association
OAIS	Ontario Automotive Investment Strategy
OCBOF	Ontario Craft Brewers Opportunity Fund
RST	Retail Sales Tax
OCVCI	Ontario Chemical Value Chain Initiative
ODC	Ontario Development Corporation
OFB	Open for Business
OIIC	Ontario Immigrant Investor Corporation
OMC	Ontario Manufacturing Council
OPS	Ontario Public Service
ODOE	Other Direct Operating Expenditures
ORC	Ontario Realty Corporation
OSS	Ontario Shared Services
SBAO	Small Business Agency of Ontario
SBECS	Small Business Enterprise Centres
SHRBU	Strategic Human Resources Business Unit
SJIF	Strategic Jobs and Investment Fund
SMEs	Small and Medium Enterprises
WIN	Workforce Information Network
VQA	Vintner's Quality Alliance
VTM	Virtual Trade Missions
YEP	Youth Entrepreneurship Partnerships

Education

Ontario

Published Results-based Plan 2011-12

Ministry of Education

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PUBLISHED RESULTS-BASED PLAN 2011-2012

MINISTRY OVERVIEW

The Ministry of Education strives to promote a strong, vibrant, publicly funded education system that is focused on three goals: high levels of student achievement, reduced gaps in student achievement and high levels of public confidence.

VISION

Ontario students will receive the best publicly funded education in the world, measured by high levels of achievement and engagement for all students. Successful learning outcomes will give all students the skills, knowledge and opportunities to attain their potential, to pursue lifelong learning, and to contribute to a prosperous, cohesive society.

MISSION

The ministry seeks to energize Ontario's publicly funded education system through stronger partnerships. The wisdom of educators and all those working in the education sector will continue to be sought and valued. Parents will be engaged more in the education of their children. Students will be given a stronger voice in the education they are receiving. More relationships with employers and local leaders will be strengthened to improve linkages between schools and communities.

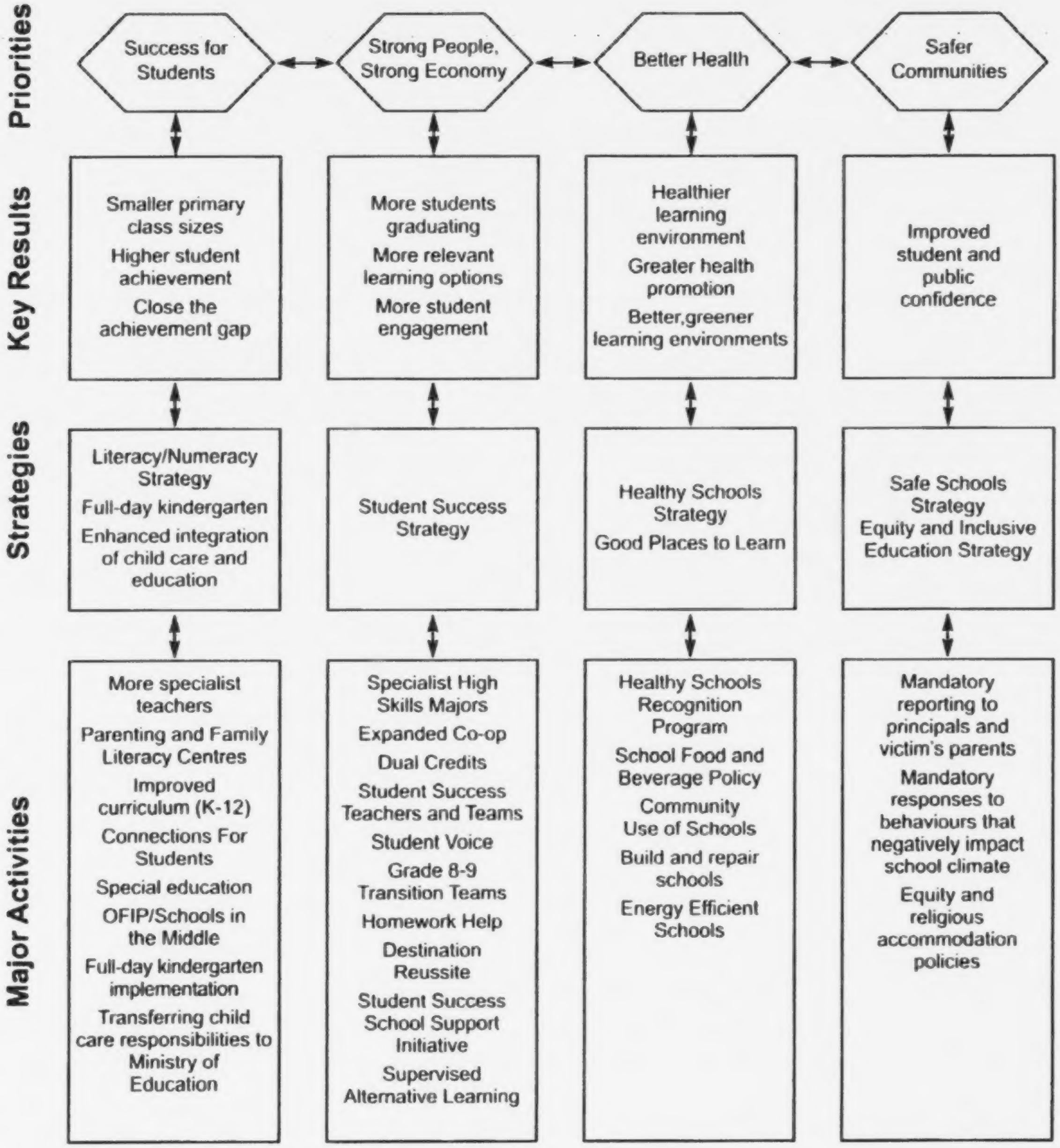
These partnerships will create a publicly funded education system that can reach every student.

KEY PRIORITIES AND RESULTS

The ministry's work supports four government priorities:

- Success for Students
- Strong People, Strong Economy
- Better Health
- Safer Communities

Ministry Contribution to Key Priorities & Results



Priorities	Success for Students	Strong People, Strong Economy	Better Health	Safer Communities
Key Results	Smaller primary class sizes Higher student achievement Close the achievement gap	More students graduating More relevant learning options More student engagement	Healthier learning environment Greater health promotion Better,greener learning environments	Improved student and public confidence
Strategies	Literacy/Numeracy Strategy Full-day kindergarten Enhanced integration of child care and education	Student Success Strategy	Healthy Schools Strategy Good Places to Learn	Safe Schools Strategy Equity and Inclusive Education Strategy
Major Activities	More specialist teachers Parenting and Family Literacy Centres Improved curriculum (K-12) Connections For Students Special education OFIP/Schools in the Middle Full-day kindergarten implementation Transferring child care responsibilities to Ministry of Education	Specialist High Skills Majors Expanded Co-op Dual Credits Student Success Teachers and Teams Student Voice Grade 8-9 Transition Teams Homework Help Destination Reussite Student Success School Support Initiative Supervised Alternative Learning	Healthy Schools Recognition Program School Food and Beverage Policy Community Use of Schools Build and repair schools Energy Efficient Schools	Mandatory reporting to principals and victim's parents Mandatory responses to behaviours that negatively impact school climate Equity and religious accommodation policies

Success for Students

Student achievement from kindergarten to Grade 12 is the top priority in education. The overall skill and knowledge level of Ontario's students must continue to rise to remain competitive in a global economy. At the same time, the achievement gap must be closed between students who excel and students who struggle because of personal, cultural or academic barriers.

Ontario is also among the few jurisdictions in the world whose students demonstrate both higher achievement in reading and a smaller performance gap between high and low-income students when compared to the Organization for Economic Co-operation and Development (OECD) average. The OECD released the 2009 Programme for International Student Assessment (PISA) results in December 2010 and it concluded Ontario's fifteen-year-old students are among the best readers in the world accordingly. This internationally-respected study proves that Ontario's high school students have high literacy rates. Ontario's international reputation of excellence in education continues to grow. In September, more than 600 education leaders from around the globe gathered in Toronto to participate in Building Blocks for Education: Whole System Reform. Co-chaired by renowned education experts Sir Michael Barber and Michael Fullan, the summit featured keynote speakers from six countries who shared ideas and discussed new ways to help solve the challenges facing students from Ontario and around the world.

It is clear that Ontario students are getting a high-quality education. Our students are well-positioned for a successful future — within Canada, Ontario or anywhere in the world.

In addition, the Ministry of Education continues to host international delegations examining best practices in education reform and student success. By coordinating these visits, the ministry continues to build more opportunities for staff to learn from what is working in other jurisdictions as well as share lessons learned from efforts to improve educational outcomes for Ontario students.

As such, the ministry continues to implement initiatives that ensure more students succeed including Full-day Kindergarten, Safe Schools, the Literacy and Numeracy Strategy and the Student Success Strategy.

New Initiatives

Supervised Alternative Learning

Effective February 1, 2011, new school board requirements provide more structure, clarity and consistency for excused pupils participating in the Supervised Alternative Learning (SAL) programs throughout the province. The ministry will continue to support implementation of the new SAL.

First Nation Student Achievement Strategy

In collaboration with Indian and Northern Affairs Canada, the Chiefs of Ontario Office and the Ministry of Aboriginal Affairs, the ministry is working with partners to develop a strategy to support First Nation student achievement and facilitate successful transitions between First Nation schools and the provincially funded education system.

Teaching and Learning in a Digital World
The ministry has begun working with education stakeholders to develop a shared vision where technology is in the repertoire of every teacher and school administrator as an effective vehicle for improving student achievement, closing the gap and improving public confidence in publicly funded education. In addition to beginning research in this area, several consultations were held this year and boards were invited to express their interests in participating in pilot projects on effective practices for teaching and learning in a digital world. These submissions are currently being reviewed.

10-Year Mental Health and Addictions Strategy
The 10-year Mental Health and Addictions Strategy is a multi-ministry initiative led by the Ministry of Health and Long-Term Care and supported by the Ministry of Education, among other government partners. The focus of the strategy is to provide appropriate mental health and addictions services when people need it, where they live. To achieve this, the government will partner with educators and community-based child and youth mental health agencies to deliver specific programs, services and tools to children and youth in schools to improve mental health capacity levels.

Premier's Safe Schools Teams Awards
On November 17, 2010, the Premier's Safe Schools Awards were launched to recognize up to 10 Safe Schools Teams that have done exceptional and innovative work in fostering a safe, positive, inclusive and welcoming school environment.

Ongoing Initiatives

Full-Day Kindergarten
In September 2011, about 50,000 four- and five-year-olds will participate in full-day kindergarten – expanding from the approximately 35,000 children participating in the 2010-11 school year. Full-day kindergarten provides children with a seamless day of learning and play to provide them with a solid foundation for future learning, and make the transition to Grade 1 easier.

At full-day kindergarten schools where there is sufficient demand, boards are required to offer before- and after-school programs for four- and five-year-olds to give children more opportunities to learn, play and grow – and to make life easier for busy parents. The government has introduced amendments to the *Education Act* that would, if passed, give school boards the flexibility to deliver these programs directly or to enter into agreements with qualified third-party providers to offer these programs on school sites before and after school hours.

So far, the government has provided more than $450 million in capital funding to support the implementation of full-day kindergarten across Ontario.

Child Care
To enhance the integration of child care and education, the transfer of child care from the Ministry of Children and Youth Services to the Ministry of Education continues. The ministry now oversees child care program and policy responsibilities, as well as funding and contract management.

Parent Engagement
Parent engagement matters. Study after study has shown that student achievement improves when parents play an active role in their children's education, and that good schools become even better schools when parents are involved. It is recognized that parent engagement is a key factor in the enhancement of student achievement and well-being. To make it easier for parents to get involved, government funding is available to encourage parent involvement.

Student Achievement
The Literacy and Numeracy Strategy is focused on helping students establish a solid foundation in reading, writing and math by age 12.

In 2002-03, only 54 per cent of Grade 3 and 6 students were achieving the provincial standard (equivalent to a B grade) in reading, writing and math assessments. Students who struggle with these skills often become discouraged and later drop out of school.

The government's target is to have 75 per cent of students meet the provincial standard and continues to implement initiatives to help more students be confident and competent in reading, writing and math. There are several initiatives in place to help Ontario students get there.

- As of the 2011-12 school year 12,350 additional teaching positions are being funded. This is the total number of new teaching positions based on investments made since 2003.
- The government has introduced full-day kindergarten which consists of a staffing model of teachers and ECEs working together in the classroom. As of September 2011, the program will be implemented in about 800 schools.
- There are currently 145 Parenting and Family Literacy Centres (PFLCs) in high needs communities. PFLCs are part of the Poverty Reduction Strategy.
- Approximately 70 Student Achievement Officers and 70 Student Effectiveness Leads work directly with principals, teachers and board leaders to improve student learning and achievement in reading, writing and math.
- In addition, government funding has been targeted for boards to hire additional expertise (e.g., Student Work Study Teachers, and Numeracy Facilitators for Small and Northern Boards).

- The government provides targeted support for more than 1,400 elementary schools that are "in the middle," where 50 to 74 per cent of students are meeting the provincial standard. Boards receive funding for professional learning about reading, writing and mathematics for teams of teachers and principals to help them boost student achievement to the next level.
- Support for before- and after-school tutoring programs for all school boards will continue in 2011-12.
- The Collaborative Inquiry for Learning in Mathematics (CIL-M), Early Primary Collaborative Inquiry and Student Work Study promote collaborative inquiry in schools and boards. Every school board in Ontario is currently participating in one of these initiatives.

Curriculum and Assessment
The ministry continues to keep the curriculum current and relevant. The revised curriculum is based on research and extensive consultations, and supports the ministry's goals and policies.

Revised curriculum policy documents for mandatory implementation are anticipated to be in place for the following subjects, beginning September 2012:

- Grades 4 – 8, *Anglais pour debutants* (French-language schools only)
- Grades 9 - 12, *Anglais pour debutants* (French-language schools only)
- Grades 9 – 12, Classical and International Languages/*Langues classiques et langues internationales*
- Grades 1 – 8, Health and Physical Education/*Éducation physique et santé*
- Grades 9 - 12, Health and Physical Education/*Éduation physique et santé*
- Grades 1 – 8, Native Languages/*Langues autochtones*
- Grades 9 – 12, Native Languages/*Langues autochtones*
- Grades 9 – 12, Native Studies/*Études autochtones*
- Grades 1 – 6, Social Studies, History and Geography Grades 7 & 8/*Études sociales, histoire et géographie*
- Grades 9 – 12, Social Sciences and Humanities/*Sciences humaines et sociales*

Also, in April 2010, French-language school boards launched the following four curriculum policy documents that address the needs of French language learners and newcomers:

- Grades 1 – 8, Actualisation linguistique en français (ALF)
- Grades 1 – 8, Programme d'appui aux nouveau arrivants (PANA)
- Grades 9 – 12, ALF
- Grades 9 – 12, PANA
- La Trousse d'acquisition de compétences linguistiques en français (TACLEF) was also introduced to support teachers in ALF curriculum implementation.

In addition, financial literacy topics will be further integrated into the curriculum in September 2011. Working with the Ontario Securities Commission and the Investor Education Fund, the province is developing new financial literacy resources for teachers to help students in grades 4 to 12 learn basic financial skills so they can make informed and effective decisions about how to manage money. These new resources will include videos and electronic learning activities for the classroom.

The *Full-Day Early Learning-Kindergarten Program* will be finalized for use in September 2012.

A feasibility study on the development of a provincial report card for FDK will be conducted. *Growing Success* policy for full-day kindergarten will be developed for implementation in September 2012 along with implementation guidelines and resource supports.

A review of the *Ontario Student Record (OSR) Guidelines* is underway and the updated version will be implemented for September 2012.

La Trousse d'acquisition de compétences linguistiques en français (TACLEF) was also introduced to support teachers in ALF curriculum implementation.

In collaboration with Formation du personnel à l'amélioration de la réussite scolaire des élèves (FARE) the ministry will provide in-service professional learning opportunities for French-language teachers throughout Ontario.

In 2011-12, the ministry will release the revised Ontario Schools – Policy and Programs (OS)/Les écoles de l'Ontario – exigences régissant les politiques et programmes de la maternelle à la 12^e année (EO) (formerly Ontario Secondary Schools Grades 9 – 12 Program and Diploma Requirements/Écoles secondaires de l'Ontario – préparation au diplôme d'études secondaires de l'Ontario. This revised OS/EO will set out the Ministry of Education's requirements governing the policies and programs in all schools in Ontario.

Performance Measures
In 2009-10, 68 per cent of Grade 3 and Grade 6 students met the provincial standard (equivalent to a B grade) in reading, writing and math. This represents a 14 percentage point increase since 2002-03. The results for each school are available on the EQAO website.

Strong People, Strong Economy

A strong publicly funded education system will help ensure the long-term success of the province's economy. Ontario remains focused on helping more students achieve success in high school and graduate with the skills and knowledge needed to succeed in the global economy. This will provide Ontario with the innovators and leaders it needs to keep the economy strong in the future.

The Student Success Strategy helps students in grades 7 to 12 tailor their education to their individual strengths, goals and interests, and focuses on bringing back students who have left school without finishing their diploma.

In 2003-04, only 68 per cent of students were obtaining their high school diploma. Studies show that those students who do not graduate face a future with an increased risk of unemployment, financial difficulties and social issues. In response, the government set a graduation target of 85 per cent.

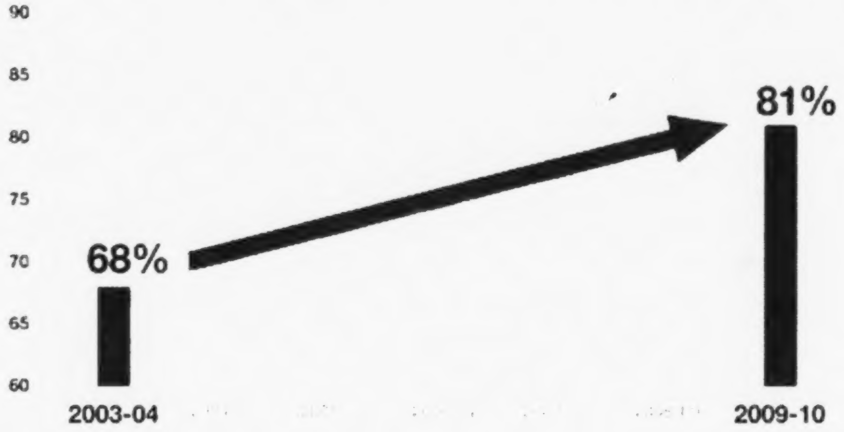
To help more students graduate, several programs will continue to expand in FY 2011/12.

- Specialist High Skills Majors (SHSM) are bundles of 8-10 classroom courses, workplace experiences and sector certifications in 18 different economic sectors such as information and communications technology, manufacturing and hospitality.
    - In 2011-12 more than 1,300 SHSM programs will be offered in about 600 secondary schools.
    - Enrolment in this program is expected to grow from 28,000 participants to approximately 34,000 in 2011-12.
- Expansion of Cooperative Education allows high school students to apply two co-op credits towards the 18 compulsory credits required for graduation and additional co-op credits towards the 12 optional credits for an OSSD.
- Dual Credits allow students to earn credits that count toward both their high school diploma and their college diploma/degree or apprenticeship certification. In 2011-12 approximately 450 programs will serve an estimated 15,000 students.
- Student Voice strengthens student participation in their school and the development of provincial education policy. It includes a Minister's Student Advisory Council, funding for student-led projects and regional student forums.
- Destination Réussite supports French-language school boards in the implementation of Student Success Strategy initiatives at their schools through regional teams that include school board and college/university staff.
- The Student Success School Support Initiative will be expanded to include three additional school boards with a total of approximately 90 participating schools. Destination Réussite – volet 2 supports 34 French-language schools.

Performance Measures

Programs such as those listed above, as well as others like the Re-engagement Initiative (12, 12+), are helping to increase Ontario's graduation rate. For the 2009-10 school year, the graduation rate was 81 per cent. This represents an increase of 13 percentage points – or about 72,000 additional students – compared to the rate in 2003-04.

Students Graduating



Better Health

Promoting student health and wellbeing is a priority for Ontario's education system. Healthy students have demonstrated higher levels of learning and skill development and are more likely to be healthy adults. They also have a higher quality of life and lower impact on the health care system.

Ontario's Healthy Schools Strategy focuses on supporting learning and growing via good food, daily physical activity and health promotion through:

- In January 2010, new nutritional standards for schools were unveiled through the comprehensive School Food and Beverage Policy. The policy will take effect September 2011.
- In May 2010, a School Food and Beverage Policy Resource Guide and Quick Reference Guide were sent to school boards, schools and public health units. In October 2010, the School Food & Beverage Policy Website was launched. The site provides resources including online training and tools.
- The Healthy Schools Recognition Program encourages schools to declare a commitment to developing a healthier learning environment.
- The Community Use of Schools program provides funding to all school boards to help offset the cost of providing not-for-profit community groups access to school facilities outside of school hours, so that those groups can provide affordable programming for the community. Additionally, the Priority Schools Initiative provides funding to schools in high-needs neighbourhoods so that boards can offer space there free of charge to not-for-profit groups. Approximately 45 new Priority Schools

will be added in the 2011-12 school year bringing the total number to 220 across the province.

Performance Measures
Provided training to more than 480 staff from school boards and public health units on the School Food and Beverage Policy and making connections to classroom teaching.

Over the last four years, more than 2,200 schools have pledged to undertake more than 8,800 healthy activities through the Healthy Schools Recognition Program. The participating schools and their activities are listed on the Healthy Schools website.

Since the Community Use of Schools program began in 2004, all Ontario school boards have participated in the initiative.

Safer and More Inclusive Communities

Every Ontario student has the right to feel safe and to be safe when they go to school. They deserve an education that is free from discrimination and harassment. Safe and inclusive schools are also a prerequisite for student success and academic achievement.

Ontario's Safe Schools Strategy allows children to learn, grow and achieve in a safe and secure environment. Ontario's Equity and Inclusive Education Strategy fosters positive school and board environments in which all students, parents, school staff, and other members of the school community are welcome and respected; and every student is supported and inspired to succeed in a culture of high expectations for learning.

The following initiatives are being introduced or expanded in support of the Safe Schools Strategy, and to create more equitable, inclusive school environments.

- Starting in the 2011-12 school year, the ministry will require all violent incidents in schools to be reported to the ministry. In 2011 the ministry is consulting on how to define violent incidents and on how they are reported to the ministry.
- The Promoting a Positive School Climate resource guide was distributed to schools in November 2010. The ministry also provided boards with one-time funding totalling $3.12 million in 2010-11 to undertake activities at the school level that will improve and promote a positive school climate.
- In 2009, the ministry's sample School Climate surveys were expanded to include questions related to equity and inclusive education and issues such as gender-based bullying, sexual harassment and homophobia. Boards are now required to carry out school climate surveys of students every two years.
- As part of the Equity & Inclusive Education Strategy, all boards will develop equity and inclusive education policies.

- On February 18, 2010, the Legislative Assembly of Ontario passed a resolution proclaiming the third week of November as Bullying Prevention and Awareness Week which was recognized for the first time in 2010.
- Providing $10 million in annual funding to 34 select high schools located in urban areas that face challenges such as poverty, criminal and gang activity, and a lack of community resources.
- Extending the $1 million per year partnership with Kids Help Phone to provide 24/7 online and phone counselling for issues including bullying and cyber-bullying through 2013-14.
- Provided $34.7 million in annual funding to school boards to provide programs for expelled and long-term suspended students and to acquire additional para-professional resources to work with at-risk students.
- Continuing the Student Support Leadership Initiative The initiative is part of Ontario's Safe Schools Strategy and is in alignment with the implementation of A Shared Responsibility: Ontario's Policy Framework for Child and Youth Mental Health and Ontario's 10-year Mental Health and Addictions Strategy.
- In 2011-12, $3 million will be allocated to the Student Support Leadership Initiative.

Performance Measures
As a result of an ongoing partnership with the Ministry of Education, Kids Help Phone has helped more than 50,000 Ontario kids with bullying-related issues by phone and through their online counselling, information and referral services – surpassing the original target of helping 30,000 kids.

In 2010, the Ministries of Education and Community Safety and Correctional Services held joint consultations on the revised draft Provincial Model for a Local Police/School Board Protocol which was released in January 2011. Boards must have a local protocol in place by September 2011. The Ministry of Education, in partnership with staff from police services, provided training to approximately 150 staff from school boards and local police services personnel who will be negotiating a local police/board protocol. Training for principals and local police services staff is expected to take place in the spring of 2011.

Reach Every Student

There are a number of other new or ongoing ministry initiatives that support success for students; strong people, strong economy; better health; and safer communities. They are also helping to increase student achievement, close the achievement gap and raise public confidence in the publicly funded education system.

- Engaging parents through funding for School Councils and Parent Involvement Committees, as well as through Parents Reaching Out Grants.
- Creating inclusive, equitable school and board environments to support student achievement and help narrow the gap in student achievement through Ontario's

Equity and Inclusive Education Strategy, and Parents in Partnership: A Parent Engagement Policy for Ontario Schools.

- Supporting French-language and Aboriginal education through increased funding and expanded programs.
- Supporting Aboriginal education through implementation of the Ontario First Nation, Métis and Inuit Education Policy Framework.
- Continuing to repair, renovate and build new schools, and make schools more energy efficient.
- Implementing 135 Renewable Energy projects in 126 schools.
- Delivering $133.7 million in targeted funding outside of the Grants for Student Needs for boards to support student achievement, including programs like Ontario Focused Intervention Partnership, Schools Helping Schools and Official Languages in Education.
- The Ministry has reviewed and modified the funding formula every year as part of the GSN consultation process so that it remains current, reflects school board cost structures, and continues to meet the needs of students across the province. To meet a commitment to review the formula in 2010, the annual GSN consultations were expanded to include a separate one-day meeting to focus on special education and separate one-day meeting to focus on declining enrolment. Also launched were working groups to review specific grants including: the Special Education Grant, School Board Administration and Governance Grant and the School Board Operations Grant. Having reviewed key areas of the funding formula, the government is moving forward on a number of issues for 2011-12 that emerged during the review process, including:
    - Funding for school boards' labour commitments.
    - Support for cost pressures identified in transportation, utilities and electricity.
    - Additional funding to address the increase in OMERS contribution rates.
    - Additional funding to further reforms on student transportation.
- Conducting an Adult and Continuing Education Business Model Review, in partnership with Council of Ontario Directors of Education, Council of Senior Business Officials and Ontario Association of Adult and Continuing Education School Board Administrators, to examine a variety of business models in a number of school boards to determine what factors contribute to viable adult and continuing education credit programs in remote, rural and urban communities.
- Enhancing the capacity of school boards to recognize and assess prior learning by field testing new assessment tools and resources:
    - Prior Learning Assessment and Recognition (PLAR) Grade 9 and 10 Individual Assessment Packages in French and English, including updated guides and model assessments that reflect current curriculum expectations and assessment policy.
    - For piloting in 2010-11, first language challenge assessment guides in English and French with assessments of first language proficiency in Mandarin, Cantonese, Punjabi, Arabic, Spanish, Persian (Farsi) and Russian

to support both regular day-school and mature students who want to challenge for Level 3 and Level 4 International Language credits.

Support for Educators

There are also several commitments to — and supports and programs for — boards and educators that will be continued, introduced or expanded in fiscal year 2011-12.

- Working with teachers' federations and school boards, the government continues to meet funding commitments to support continued peace and stability in schools.
- Rewarding and recognizing educators with the Premier's Awards for Teaching Excellence.
- Delivering the Building Futures Program, which provides workshops to over 8,000 teacher candidates annually.
- Supporting the needs of beginning teachers by providing professional learning, mentoring, orientation and a performance appraisal system specifically geared to beginning teachers, through the New Teacher Induction Program (NTIP).
- Facilitating the professional learning of experienced teachers through a growth-oriented Teacher Performance Appraisal process.
- Offering the Teacher Learning and Leadership Program, which provides an opportunity for experienced teachers to receive funding for advanced, self-directed professional learning projects, to receive leadership training and to share their expertise with colleagues.
- Providing up to six professional activity days in the school year, of which two must be devoted to provincial education priorities.
- Enhancing the work of boards as they continue to provide training to Student Success and cross panel teams focusing on tracking and monitoring of students, supporting smooth transitions from elementary to secondary school (year–to- year and between schools) coordinating timelines, facilitating staff learning and assessing team effectiveness.
- Reinforcing the use of a process for collaborative, job embedded professional learning – through the Student Success Professional Learning Cycle and the implementation of literacy and numeracy strategies.
- Sharing, on the ministry's website, plain language summaries (Research in Brief) of ministry-funded research that can inform teachers' classroom practice.
- Hosting the seventh annual Ontario Education Research Symposium will give researchers, educators and policy makers the opportunity to build networks and partnerships, gain insights into existing education research, identify gaps for future research, and share approaches for connecting research to practice.
- In 2011-12, Managing Information for Student Achievement (MISA) Professional Network Centres (PNCs) will be provided with $2.8 million in funding so member boards and schools can better use evidence and data to improve student outcomes.

- The Ontario Leadership Strategy (OLS) was launched in fall 2008; 2011-12 is the fourth year for this strategy. This year, boards will be provided with $4 million funding to further implement their Board Leadership Development Strategy (BLDS). This strategy will enhance the boards' succession planning and talent development initiatives, including mentoring for newly appointed school leaders, and principal/vice-principal performance appraisals.
- The ministry will continue to support mentoring of newly appointed supervisory officers and directors of education, executive leadership development for experienced supervisory officers and directors of education, and will develop an appraisal model for supervisory officers.
- In 2011-12, the ministry will conduct an evaluation of the OLS to determine its impact and the next steps for leadership development in the province.

Key Investments

- Investing $21 billion in education for the 2011-12 school year, an increase of almost $770 million over the previous year. This represents an increase of $6.6 billion or 46 per cent since 2002-03, and a per-pupil increase of over $4,000 a student, which is an increase of 56 per cent.
- For the 2011-12 school year:
    - 580 more elementary specialist teachers.
    - 130 more teachers in grades 4 to 8 to reduce class sizes.
    - 210 more secondary teachers to support expanded programming.
    - More support for education assistants.
- Investing $3.7 billion in Ontario's rural schools. Since 2003, annual funding for rural boards has increased by $1.01 billion - $4,541 more per student, an increase of 61 per cent.
- Investing $1.51 billion in Ontario's Northern schools. Since 2003, annual funding to Northern boards has increased by $385 million - $6,209 per student, an increase of 69.4 per cent.
- Investing $1.3 billion in Ontario's French-language schools in 2011-12, an increase of 4.7 per cent from the previous year. Since 2003, annual funding for French-language boards has increased by about $562. million - $6, 273 more per student, an increase of 69 per cent.
- Increasing funding for First Nation, Métis and Inuit education initiatives from $12.1 million in 2007-08 to $37.1 million for the 2011-12 school year, an increase of $1.7 million over 2010-11 and an increase of 207 per cent since the grant was introduced.
- Increasing funding for special education to $2.52 billion for the 2011-12 school year. This is an increase of $196M, or 8.5 per cent over 2010–11 and 55 per cent since 2003.
- Investing $300 million in 2011-12 for the implementation of full-day kindergarten, building on the investment of $200 million in 2010-11.

- Providing over $450 million in capital funding to school boards to build new classrooms and renovate existing ones to support the implementation of the first three years of full-day kindergarten.
- Providing stabilization funding to help child care centres. This funding will be phased in over the period of full-day kindergarten implementation, growing to $51 million annually.
- Committing $12 million in new transition capital funding over five years to help non-profit child care centres with retrofits and renovations to provide child care for younger children.
- Providing $150 million for School Condition Improvement in 2011-12 for boards to address renewal needs.
- Allocating up to $600 million in funding for major capital projects over the next three years.

Poverty Reduction

The Ministry of Education is also supporting Ontario's Poverty Reduction Strategy. This is a long-term strategy focused on improving opportunities for Ontario's children.

A strong early learning program will make Ontario's education system stronger – and a strong publicly funded education system is key to the poverty reduction plan.

High-quality child care is also critically important to the well-being of low-income families. In 2010, Ontario committed to permanently filling the funding gap in child care left by the federal government with an investment of $63.5 million per year. This will maintain approximately 8,500 child care space subsidies and 1,000 jobs.

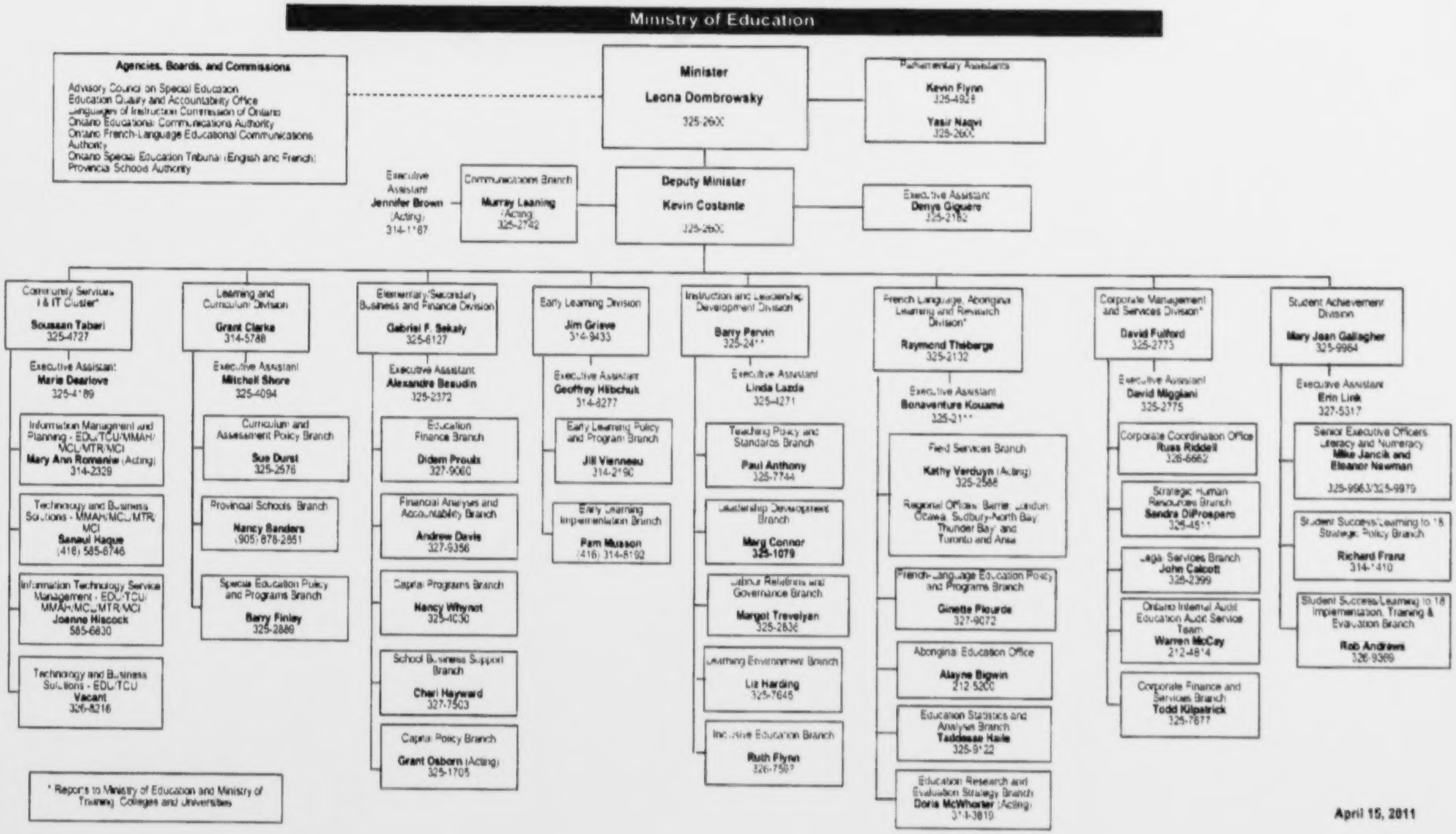
Full-day kindergarten will help give children the best possible start to school and to life. Full-day kindergarten continues to be closely integrated with the Poverty Reduction Strategy, and particular attention was paid to low-income neighbourhoods in the initial phases of implementation.

In addition, we have built on our investments to help at-risk students and underserved communities, including:
- Increasing the number of Parenting and Family Literacy Centres - PFLCs are located in high-needs communities.
- Providing support to schools experiencing challenges to improving student achievement through the Ontario Focused Intervention Partnership (OFIP).
- Increasing our investment in the Community Use of Schools program to $42 million for the 2011-12 school year, including a $7.5 million investment in the Priority Schools.

- Refocusing the demographic allocation of the Learning Opportunities Grant to give greater priority to lower income communities. The demographic allocation is $351.2 million for 2011-12, an increase of 67.5 per cent since 2003.
- Focusing a portion of the Parents Reaching Out Grant funding to help parents in low socio-economic areas participate in their child's education.
- Helping the education community to identify and remove discriminatory biases and systemic barriers to support student achievement through Ontario's Equity and Inclusive Education Strategy.

Fees, Fundraising and Corporate Partnerships
The Ministry of Education will continue to develop clear guidelines on the use of fundraising and corporate partnerships in schools. On March 25, 2011, the ministry released a final guideline on the use of school fees. At that time, the ministry also released a draft fundraising guideline open for consultation until the end of August 2011. The ministry expects to issue a final fundraising guideline in fall 2011. A third guideline focusing on corporate partnerships will be released in draft form in fall 2011 with a consultation period until winter 2012. A final corporate partnerships guideline is planned for release in spring 2012 with implementation in the 2012-13 school year.

ORGANIZATION CHART


Ministry of Education
Agencies, Boards, and Commissions: Advisory Council on Special Education; Education Quality and Accountability Office; Languages of Instruction Commission of Ontario; Ontario Educational Communications Authority; Ontario French-Language Educational Communications Authority; Ontario Special Education Tribunal (English and French); Provincial Schools Authority
Minister Leona Dombrowsky 325-2600
Parliamentary Assistants Kevin Flynn 325-4928 Yasir Naqvi 325-2600
Deputy Minister Kevin Costante 325-2600
Executive Assistant Denys Giguere 325-2162
Communications Branch Murray Leaning (Acting) 325-2742
Executive Assistant Jennifer Brown (Acting) 314-1167
Community Services I & IT Cluster* Soussan Tabari 325-4727
Executive Assistant Marie Dearlove 325-4189
Information Management and Planning - EDU/TCU/MMAH/MCL/MTR/MCI Mary Ann Romanie (Acting) 314-2329
Technology and Business Solutions - MMAH/MCL/MTR/MCI Sanaul Haque (416) 585-6746
Information Technology Service Management - EDU/TCU/MMAH/MCL/MTR/MCI Joanne Hiscock 585-6830
Technology and Business Solutions - EDU/TCU Vacant 326-8216
Learning and Curriculum Division Grant Clarke 314-5788
Executive Assistant Mitchell Shore 325-4094
Curriculum and Assessment Policy Branch Sue Durst 325-2576
Provincial Schools Branch Nancy Sanders (905) 878-2851
Special Education Policy and Programs Branch Barry Finlay 325-2889
Elementary/Secondary Business and Finance Division Gabriel F. Sekaly 325-8127
Executive Assistant Alexandre Beaudin 325-2372
Education Finance Branch Didem Proulx 327-9060
Financial Analysis and Accountability Branch Andrew Davis 327-9356
Capital Programs Branch Nancy Whynot 325-4030
School Business Support Branch Cheri Hayward 327-7503
Capital Policy Branch Grant Osborn (Acting) 325-1705
Early Learning Division Jim Grieve 314-9433
Executive Assistant Geoffrey Hiibchuk 314-8277
Early Learning Policy and Program Branch Jill Vienneau 314-2190
Early Learning Implementation Branch Pam Musson (416) 314-8192
Instruction and Leadership Development Division Barry Pervin 325-2411
Executive Assistant Linda Lazda 325-4271
Teaching Policy and Standards Branch Paul Anthony 325-7744
Leadership Development Branch Marg Connor 325-1079
Labour Relations and Governance Branch Margot Trevelyan 325-2836
Learning Environment Branch Liz Harding 325-7645
Inclusive Education Branch Ruth Flynn 326-7597
French Language, Aboriginal Learning and Research Division* Raymond Théberge 325-2132
Executive Assistant Bonaventure Kouame 325-2111
Field Services Branch Kathy Verduyn (Acting) 325-2588 Regional Offices: Barrie, London, Ottawa, Sudbury-North Bay, Thunder Bay, and Toronto and Area
French-Language Education Policy and Programs Branch Ginette Plourde 327-9072
Aboriginal Education Office Alayne Bigwin 212-5200
Education Statistics and Analysis Branch Taddesse Haile 325-9122
Education Research and Evaluation Strategy Branch Doris McWhorter (Acting) 314-3819
Corporate Management and Services Division* David Fulford 325-2773
Executive Assistant David Miggiani 325-2775
Corporate Coordination Office Russ Riddell 326-6662
Strategic Human Resources Branch Sandra DiProspero 325-4511
Legal Services Branch John Calcott 325-2399
Ontario Internal Audit Education Audit Service Team Warren McCay 212-4814
Corporate Finance and Services Branch Todd Kilpatrick 325-7677
Student Achievement Division Mary Jean Gallagher 325-9964
Executive Assistant Erin Link 327-5317
Senior Executive Officers Literacy and Numeracy Mike Jancik and Eleanor Newman 325-9963/325-9979
Student Success/Learning to 18 Strategic Policy Branch Richard Franz 314-1410
Student Success/Learning to 18 Implementation, Training & Evaluation Branch Rob Andrews 326-9389

* Reports to Ministry of Education and Ministry of Training, Colleges and Universities

April 15, 2011

LEGISLATION

Day Nurseries Act, R.S.O. 1990, c. D.2, as amended by 1997, c. 30, Sch. C; 1999, c. 12, Sch. E, G; 2001, c. 13; 2002, c. 17; 2006, c. 19, Sch. C; 2006, c. 32, Sch. C; 2006, c. 33, Sch. Z.3; 2006, c. 35, Sch. C; 2009, c. 33, Sch. 7; 2010, c. 10. [responsibility shared with Minister of Children and Youth Services. See O.C. 1325/2010]

Regulates the establishment, operation and licensing of day nurseries.

Early Childhood Educators Act, 2007, S.O. 2007, c. 7, Sch. 8, as amended by 2009, c. 33, Sch. 6; 2010, c. 10; 2010, c. 15.

Governs the profession of early childhood educators.

Education Act, R.S.O. 1990, c.E.2 as amended by 1991, c.10; 1991, c.15; 1992, c.15; 1992, c.16; 1992, c.17; 1992, c.27; 1992, c.32; 1993, c.11; 1993, c.23; 1993, c.26; 1993, c.27, Sched.; 1993, c.41; 1994, c.1; 1994, c.17; 1994, c.23; 1994, c.27; 1995, c.4; 1996, c.2; 1996, c.11; 1996, c.12; 1996, c.13; 1996, c.32; 1997, c.3; 1997, c.16; 1997, c.19; 1997, c.22; 1997, c.27; 1997, c.31; 1997, c.32; 1997, c.43, Sched.; 1998, c.3; 1998, c.14; 1998, c.33; 1999, c.6; 1999, c.9; 2000, c.5; 2000, c.11; 2000, c.12; 2000, c.25; 2000, c.26, Sched; 2001, c. 8; 2001, c. 13; 2001, c. 14, Sched.; 2001, c.17; 2001, c.23; 2001, c.24; 2002, c. 7; 2002, c. 8, Sched. A; 2002, c. 8, Sched. I; 2002, c. 17, Sched. C,; 2002, c. 17, Sched. D; 2002, c. 17, Sched. F, Table; 2002, c. 18, Sched. G; 2002, c.22; 2003, c.2; 2004, c.8; 2004, c.31; 2005, c.4; 2005, c.5; 2006, c. 2; 2006, c. 5; 2006, c. 9, Sched. H; 2006, c. 10; 2006, c. 17; 2006, c. 21, Sched. F; 2006, c. 28; 2006, c. 32, Sched. C; 2006, c. 33, Sched. Z.3; 2006, c. 34; 2006, c. 35, Sched. C; 2007, c.7, Sched. 9; 2007, c. 14; 2008, c. 2; 2008, c.7, Sch. F; 2008, c. 14; 2008, c. 19, Sch. D; 2009, c. 18, Sch. 10; 2009, c. 25; 2009, c. 33, Sch. 2, 6, 8, 13; 2009, c. 34, Sch. I.; 2010, c. 10; 2010, c. 26.

EXCEPT: s. 57 [see O.C. 39/2011] and ss. 257.2.1; 257.5; 257.6(3) to (7); 257.7(3); 257.10(4),(5); 257.12; 257.12.1; 257.12.2; 257.12.3; 257.13 and 257.19(4), [see O.C. 1690/2003]

Governs elementary and secondary education in Ontario.

Education Amendment Act, (No. 1) 1986, S.O. 1986, c. 21.

Only s. 4 remains in force and unconsolidated. It provides that the school referred to in the Essex County French-language Secondary School Act, 1977, may be transferred to a Roman Catholic school board, notwithstanding s. 5 of that Act.

Education Quality and Accountability Office Act, 1996, S.O. 1996, c.11; S.O. 1997, c.31; 2004, c.8; 2004, c.17; 2006, c. 21, Sched. F; 2006, c. 35, Sched. C.

Establishes the Education Quality and Accountability Office, which evaluates the effectiveness of elementary and secondary education and assesses pupils' academic achievement.

Fairness for Parents and Employees Act (Teachers' Withdrawal of Services) 1997, c. 32; 2006, c. 21, Sched. F; 2009, c. 33, Sch. 20.

Provided for payments to parents in circumstances where teachers withdrew services.

Lake Superior Board of Education Act, 1976, S.O. 1976, c. 59.

Allowed the former Lake Superior Board of Education to sell a teacher's or caretaker's residence to an employee of the Board.

Ministry of Community and Social Services Act, R.S.O. 1990, c. M.20, as amended by 1993, c. 2; 1994, c. 27;1997, c. 25; 2006, c. 19, Sch. C, D; 2006, c. 34; 2006, c. 35, Sch. C. [responsibility shared with Minister of Children and Youth Services in so far as it relates to child care services and programs. See O.C. 1325/2010]

Provides for funding and oversight of social programs.

Ontario College of Teachers Act, 1996, S.O. 1996, c.12, as amended by S.O. 1997, c.31; 2001, c.9; 2001, c.14; 2001, c.24; 2002, c.7; 2004, c.26; 2006, c. 10; 2006, c. 19, Sched. C; 2006, c. 21, Sched. F; 2009, c. 33, Sch. 6, 13.

Establishes an independent professional regulatory body for Ontario teachers with Council comprised of elected teacher representatives and LGIC appointees. College sets standards of the profession, qualifications for registration by College and is responsible for discipline matters. All teachers in the public system must be members of the College.

Ontario Educational Communications Authority Act, R.S.O. 1990, c.O.12; 1997, c. 26, Sched.; 1999, c. 12, Sched. Q; 2002, c. 8, Sched. G; 2002, c. 8, Sched. I; 2002, c. 18, Sched. G; 2004, c. 17; 2006, c. 35, Sched. C.; 2007, Sched. 7; 2008, c. 10.

Establishes broadcasting entity – TVO - with mandate to provide English-language educational broadcasting and delivery of distance education to students. Licensed by the CRTC, the federal broadcasting regulatory body.

Ontario French-language Educational Communications Authority Act, 2008, S.O. 2008, c.10.

Establishes broadcasting entity - TFO - with mandate to provide French-language educational broadcasting and delivery of distance education to students. Licensed by the CRTC, the federal broadcasting regulatory body.

Ontario Institute for Studies in Education Repeal Act, 1996, S.O. 1996, c.16

Repealed the Ontario Institute for Studies in Education Act.

Ontario School Trustees' Council Act, R.S.O. 1980, c.355

Establishes the Ontario School Trustees' Council.

Ottawa-Carleton French-Language School Board Transferred Employees Act, R.S.O. 1990, c.O.44 as amended by 1992, c. 17; 1993, c. 11; 1993, c. 23; 1993, c. 27, Sched.; 1994, c. 1; S.O. 1997, c.31; 2002, c.17, Sched. F, Table.

Governs the transfer of employees from the former Ottawa and Carleton school boards to either of the former French-language school boards in Ottawa.

Provincial Schools Negotiations Act, R.S.O. 1990, c.P.35 as amended by S.O. 1996, c.12; S.O. 1997, c.31; 2003, c.2; 2006, c. 10; 2006, c. 19, Sched. L; 2006, c. 35, Sched. C.

Governs collective bargaining regime for teachers in provincial schools for blind and deaf through the Provincial Schools Authority, consisting of members appointed by the Government.

Sabrina's Law, 2005, S.O. 2005, c.7.

Requires school boards to have an anaphylactic policy.

School Trust Conveyances Act, R.S.O. 1990, c.S.3; 2002, c.17, Sched. F, Table.
Empowers interested persons to act as trustees for accepting conveyances of land for the purposes of establishing a school.

Teachers' Pension Act, R.S.O. 1990, c.T.1 as amended by S.O. 1991, vol.2, c.52; S.O. 1993, c.39; S.O. 1998, c.34; 2005, c. 31, Sched. 21; 2006, c. 33, Sched. Z.8; 2009, c. 18, Sch. 29; 2009, c. 34, Sch. V.

Continues the Ontario Teachers' Pension Plan Board and provides for the governance and management of the pension plan for elementary and secondary school teachers and teachers in other designated institutions.

Teachers' Pension Act, 1989, S.O. 1989, c.92; S.O. 1993, c.39; S.O. 1998, c.34

Schedule containing teachers' pension plan retained in force, but may be amended by partners.

Teaching Profession Act, R.S.O. 1990, c.T.2, amended 1991, vol. 2, c.52; S.O. 1996, c.12; S.O. 1997, c.31; S.O. 2000, c.12; 2002, c.7; 2006, c. 21, Sched. F.

Establishes the Ontario Teachers' Federation to promote interests of teachers and profession. Every teacher is a member. Board made up of teacher unions.

Upper Canada College Act, R.S.O. 1937, c.373; 1958, c.120; 2006, c. 10.Governs Upper Canada College.

Notes:

1. Legislation administered by other ministries but of particular importance to the Ministry of Education includes: Assessment Act, Human Rights Code, Municipal Elections Act, 1996, Municipal Act, 2001, Municipal Conflict of Interest Act, Municipal Freedom of Information and Protection of Privacy Act, Municipal Property Assessment Corporation Act, 1997, Immunization of School Pupils Act and the Ontarians With Disabilities Act, 2001.
2. The list does not include private Acts, which may be relevant to the Ministry of Education; nor does it include Acts that are purely amending Acts.

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

AGENCIES, BOARDS AND COMMISSIONS	2011/12 Expenditure Estimates $	2010/11 Expenditure Interim Actuals $	2009/10 Expenditure Actuals $
Advisory Council on Special Education	75,000	75,000	45,703
Ontario Educational Communications Authority (TVO)			
Operating Expense	47,729,000	49,797,000	45,660,800
Capital Expense	5,100,000	1,000,000	-
Education Quality and Accountability Office	32,084,100	32,084,100	32,738,772
Languages of Instruction Commission	-	10,193	477
Provincial Schools Authority	30,100	4,157	3,503
Curriculum Council	123,000	120,876	236,611
L'Office des télécommunications éducatives de langue française de l'Ontario (TFO)			
Operating Expense	21,370,000	20,525,000	22,303,143
Capital Expense	1,000,000	1,000,000	30,000

Minister's Advisory Council on Special Education

The Minister's Advisory Council on Special Education advises the Minister of Education on any matter related to the establishment and provision of special education programs and services for exceptional students, including the identification and provision of early intervention programs for students with special education needs.

Ontario Educational Communications Authority (TVO)

TVO is governed by the *Ontario Educational Communications Authority Act*. TVO, as Ontario's publicly funded, educational media organization, provides high quality English-language educational programming and services through broadcast, distance education, and interactive web access. Distance education for elementary and secondary school credit is provided through the Independent Learning Centre. TVO's broadcast licence is governed by the federal *Broadcasting Act* and CRTC licensing.

The government is supporting TVO as it proceeds with conversion to digital broadcast as mandated by the CRTC. With TVO's renewed focus on its educational mandate, it continues to add new educational content to its programming to support Ontario's learners from pre-schoolers to adults through lifelong learning opportunities.

Education Quality and Accountability Office (EQAO)

EQAO is an independent agency responsible for ensuring greater accountability and the enhancing of the quality of education in Ontario. This is achieved through the development and administration of large-scale student assessments and the public release of assessment findings together with recommendations for system improvement.

Languages of Instruction Commission of Ontario

- Inactive -

Provincial Schools Authority

The Provincial Schools Authority (PSA) was established in 1975 under the Provincial Schools Negotiations Act. The Act created a bargaining unit of all teachers employed in provincially operated schools. The PSA negotiates a collective agreement with the Provincial Schools Authority Teachers (PSAT) on behalf of the ministries of Education, and Community Safety and Correctional Services. The PSA is the employer of record for teachers, principals and vice-principals. It handles grievances, leaves and other administrative functions.

Curriculum Council

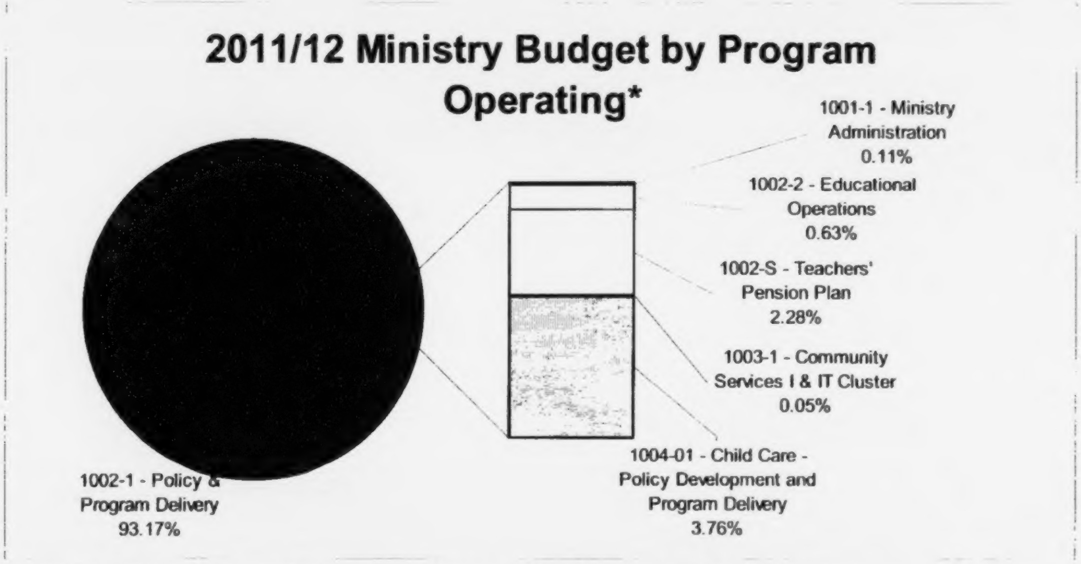
The Curriculum Council was appointed to provide high-level strategic policy advice to the Minister on matters impacting elementary and secondary curriculum. This fulfilled a government platform commitment from 2003. The Curriculum Council allows a forum of knowledgeable and committed community leaders to engage in high-level discussion of current strategic issues related to the curriculum and provide advice driven by sound educational pedagogy to the Minister. The Council will provide advice on issues identified by the Minister and also may provide suggestions to the Minister about issues that may require further analysis or discussion. The Council may conduct consultations or information gathering to inform their deliberations, using a working group of experts as required. The Chair will call meetings of the Council as required and liaise with, and report to, the Minister according to agreed timelines on the issue before Council.

L'Office des télécommunications éducatives de langue française de l'Ontario (TFO)

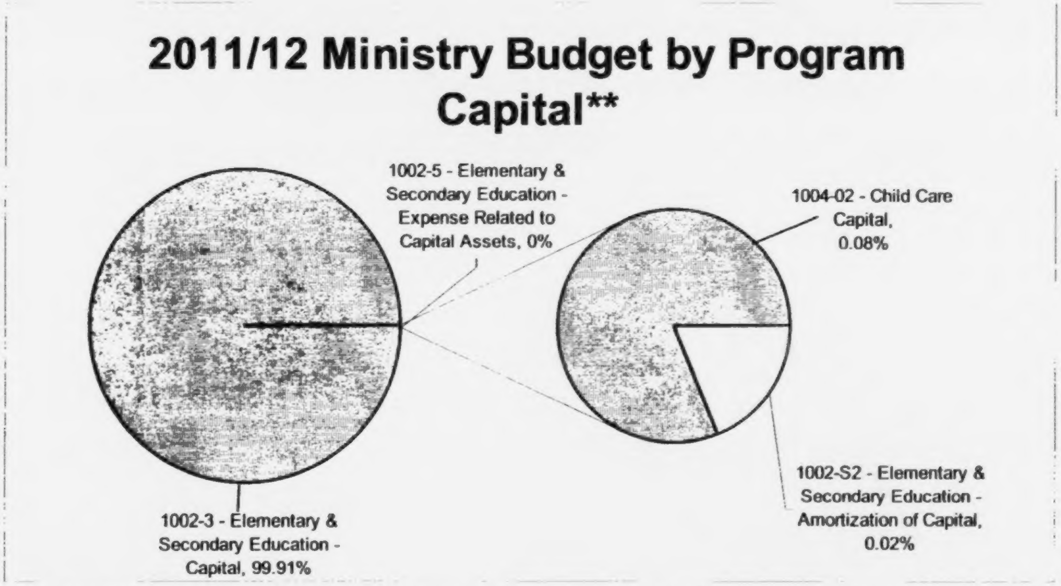
For about 20 years, the Ontario French-language Educational Telecommunications Authority/ l'Office des télécommunications éducatives de langue française de l'Ontario (TFO) has provided broad-ranging educational and cultural programs and services that reflect the dynamic and rich nature of French-speaking Ontario. Until 2007, TFO operated as an associated business arm of the Ontario Educational Communications Authority (TVO). On April 1, 2007, the Ontario Government created TFO as an independent organization through an Order-in-Council (OIC), 363/2007. On July 25, 2008, TFO was confirmed as an independent agency through the Ontario French-language Educational Telecommunications Authority Act.

FINANCIAL INFORMATION

The following chart depicts the ministry's investment in 2011/12 in activities that provide Ontario students with an excellent and accountable elementary/secondary education, so their futures and that of the Province will be characterized by continued prosperity, stability and growth. The ministry's budget supports the key government priority "Student Success".



*Includes Statutory Appropriations but does not include consolidation adjustments



*Includes Statutory Appropriations but does not include consolidation adjustments
**1002-5 and 1002-S2 represent less than 0.01% of ministry's total capital

MINISTRY PLANNED EXPENDITURES 2011/12 ($M)*

Operating	23,080.6
Capital	1,463.7
TOTAL*	**24,544.3**

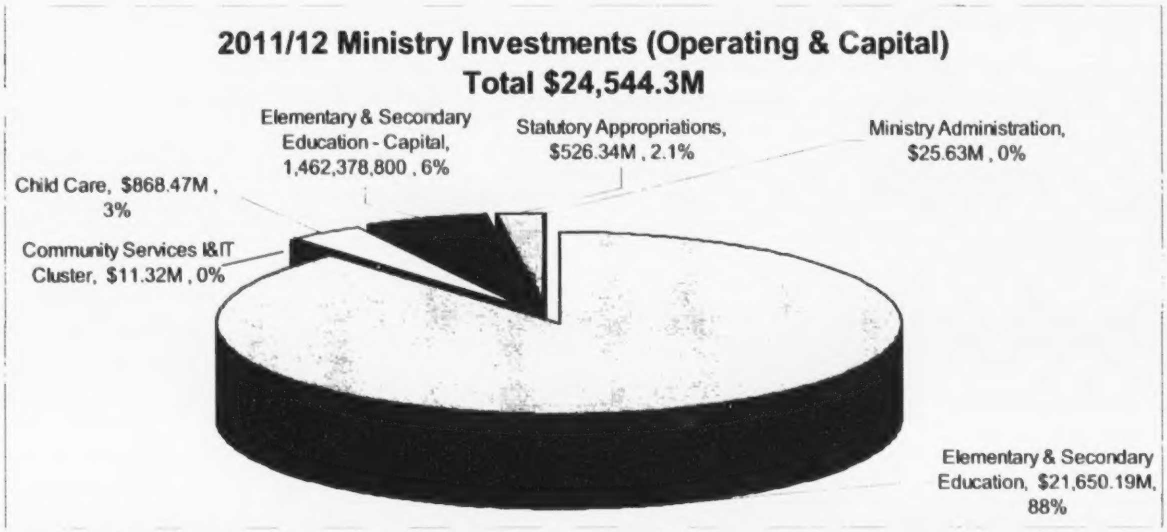
*Includes Statutory Appropriations but does not include consolidation adjustments. After consolidation adjustments (for agency and school board expense), the **total** 2011/12 planned expenditure is $ 23,746.3 million.

Operating and Capital Summary by Vote*

Votes/Programs	**Estimates 2011-12 $**	**Change from Estimates 2010-11 $**	**%**	**Estimates 2010-11 * $**	**Interim Actuals 2010-11 * $**	**Actuals 2009-10 * $**
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	25,634,800	(157,700)	(0.6)	25,792,500	26,343,800	25,249,439
Elementary and Secondary Education	23,112,567,900	(6,370,327,400)	(21.6)	29,482,895,300	29,485,264,100	20,444,597,595
Community Services I&IT Cluster	11,318,900	(37,000)	(0.3)	11,355,900	10,853,700	10,997,901
Child Care	868,465,800	27,553,600	3.3	840,912,200	838,165,200	839,722,061
Less: Special Warrants	-	-		-	-	-
Total Operating and Capital Expense to be Voted	**24,017,987,400**	**(6,370,522,100)**	**(21.0)**	**30,360,955,900**	**30,360,626,800**	**21,320,566,996**
Special Warrants	-	-		-	-	-
Statutory Appropriations	526,337,687	1,141,700	0.2	525,195,987	524,920,200	255,206,802
Ministry Total Operating & Capital Expense	24,544,325,087	(6,369,380,400)	(20.6)	30,886,151,887	30,885,547,000	21,575,773,798
Consolidation & Other Adjustments	(797,985,800)	7,358,506,300		(8,156,492,100)	(8,273,502,100)	(144,002,007)
Total Including Consolidation & Other Adjustments	**23,746,339,287**	**989,125,900**	**4.4**	**22,729,659,787**	**22,612,044,900**	**21,431,771,791**
OPERATING AND CAPITAL ASSETS						
Elementary and Secondary Education	720,000	(25,000)	(3.4)	745,000	745,000	740,086
Less: Special Warrants	-	-		-	-	-
Total Operating and Capital Assets to be Voted	**720,000**	**(25,000)**	**(3.4)**	**745,000**	**745,000**	**740,086**
Special Warrants	-	-		-	-	-
Statutory Appropriations	-	-		-	-	-
Total Assets	**720,000**	**(25,000)**	**(3.4)**	**745,000**	**745,000**	**740,086**

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Note: Commencing in 2009-10, the Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between 2010-11, 2009-10, and 2008-09 may not be meaningful.



2011/12 Ministry Investments (Operating & Capital)
Total $24,544.3M

* Includes Statutory Appropriations but does not include consolidation adjustment.
* Numbers may not add up due to rounding.

APPENDIX: ANNUAL REPORT 2010-11

2010-11 Annual Report

The Ministry of Education seeks to establish and maintain a high quality and sustainable publicly funded education system focused on the goals of high levels of student achievement, reduced gaps in student achievement and high levels of public confidence.

Ontario's education results continued to be recognized throughout 2010. In December, a study by the Programme for International Student Assessment (PISA) and released by the Organisation for Economic Co-operation and Development (OECD), found Ontario's 15-year-old students are among the best readers in the world. It also noted their success in math and science.

Furthermore, Ontario's education system was cited as a leader by management consulting firm, McKinsey and Company in its report titled, "How the World's Most Improved School Systems Keeping Getting Better." The report examined 20 school systems from around the globe and found Ontario is "among the world's highest performing school systems," demonstrating sustained improvement. The report specifically mentioned Ontario's Parents Reaching Out (PRO) Grants program, as an effective practice in parent engagement.

The ministry also received significant recognition for its outstanding commitment to helping the education community identify and remove discriminatory biases and systemic barriers to support student achievement through Ontario's Equity and Inclusive Education Strategy. The Canadian Race Relations Foundation's Award of Excellence was presented to the ministry in May 2010 and the Canadian Intercultural Dialogue Centre presented its Excellence in Diversity Education Award to the ministry in January 2011.

In addition, the ministry:

- Supported French-language education with the Politique d'aménagement linguistique and the implementation of the Policy Statement and Guidelines on the Admission, Welcoming, and Support of Students in French-Language Schools in Ontario.
- Supported French-Language education with resources and training on the "Approche culturelle de l'enseignement" that will allow educators to support students in the development of their cultural identity.
- Supported students with special education needs through increased funding and providing school boards with flexibility in the purchase of specialized equipment for students with special education needs.
- Assisted school boards as they adjust to declines in enrolment.
- The *Growing Success Assessment, Evaluation and Reporting Policy, First Edition covering grades 1 to 12* was released in April 2010 and implemented in all publicly funded schools in September.

- Produced resources to support *Growing Success* including instructional presentations on policy, videos demonstrating effective practices, guidelines for teacher-parent communications and brochures for parents.
- Elementary students received a fall progress report card for the first time in 2010. Also, new report card templates were used in all schools in the 2010-11 school year and boards were provided with new report card guidelines to help ensure students and parents received meaning feedback.
- Conducted a series of two-day regional in services on *Growing Success* implementation strategies in October and November 2010.
- Established The Knowledge Network for Applied Education Research, a partnership with the Ontario Institute for Studies in Education and the University of Western Ontario.

Other initiatives undertaken in fiscal year 2010/11 to help the ministry achieve its three core goals included:

CHILD CARE

- Transferred child care program and policy responsibilities, as well as funding and contract management, from the Ministry of Children and Youth Services to the Ministry of Education. This supports improved integration of child care and education.
- Investing $63.5 million a year in child care funding to permanently fill a federal funding gap, maintaining 8,500 licensed child care spaces and 1,000 child care jobs.

ELEMENTARY STUDENTS

- Increased opportunities for elementary students in the three French-as-a- Second-Language programs (Core French, Extended French and French Immersion) to improve and apply their oral communication skills within a real life context was identified as a key priority under the Official Languages in Education Program. Students participated in exchange programs, field trips and summer camps, and also attended activities such as French concerts, plays and films.
- Approximately 70 Student Achievement Officers and 70 School Effectiveness Leads worked with elementary principals and teachers to improve student learning and achievement in reading, writing and math.
- Provided research and coaching support for boards choosing to implement a Gap Closing: Grade 6 Number Sense strategy with over 6,000 Grade 6 students achieving below their potential in math.
- Supported more than 1,500 elementary schools, where less than 75 per cent of students did not meet the provincial standard, through the Ontario Focused Intervention Partnership and Schools in the Middle initiatives.
- Expanded classroom-based professional learning through inquiry, using student work to improve teaching and learning in reading, writing and math. (Collaborative

Inquiry for Learning in Mathematics [CIL-M], Early Primary Collaborative Inquiry, Student Work Study).

- In summer 2010, the ministry piloted a Summer Literacy Learning Program in low-income communities to help support primary school students in building better literacy skills.
- Implemented full-day kindergarten in nearly 600 schools in the 2010-11 school year, benefiting 35,000 students. The ministry also announced which schools will offer the program in 2011-12 and 2012-13.
- Developed the draft Full-Day Early Learning-Kindergarten Program document, and provided training sessions for board teams who implemented the program in 2010-11 and who will implement the program in 2011-12.
- Developed and amended the extended day program fee regulation to better support board planning and implementation of the board-operated before- and after-school programs.

SECONDARY STUDENTS

- Increased opportunities for secondary students in the three French-as-a- Second-Language programs (Core French, Extended French and French Immersion) to improve and apply their oral communication skills within a real life context was identified as a key priority under the Official Languages in Education Program. Students participated in exchange programs, field trips and summer camps, and also attended activities such as French concerts, plays and films.
- Expanded the Specialist High Skills Major program from 740 to approximately 1,000 in more than 530 schools and adding two new majors (sports and non-profit).
- Helped more students to become engaged in their learning by supporting 1,900 student-led projects in almost 900 schools, and holding regional students forums, including five online.
- Continued the Minister's Student Advisory Council for its third year to gain student feedback on changes in the education system, including input about curriculum under review.
- Increased Dual Credit Programs by 33 per cent over the previous year to approximately 10,000 students in 400 programs, many of whom face the greatest challenges in graduating.
- Provided school based-mentoring programs through Big Brothers Big Sisters of Canada to 2,000 more students "at risk" than the previous year.
- Increased the instructional knowledge and skills of grades 7 to12 educators to meet the diverse needs of all students through the Differentiated Instruction Professional Learning Strategy and maintaining a focus on assessment and evaluation based on essential understandings outlined in the Ontario curriculum.
- Developing and researching the effectiveness of implementing Gap Closing: Grade 9 Mathematics resources.

- Continued to support the work of Student Success School and Cross Panel Teams in tracking and monitoring individual student progress from Grade 9 to the completion of diploma requirements by:
  - providing supports and interventions to assist students in completing graduation requirements;
  - enhancing the Transition Planning and Implementation Initiative intended to support the individual needs of students as they move from elementary school to secondary school; and
  - assisting secondary schools in creating a welcoming and caring environment for Grade 9 students.
- Continued the Student Success School Support Initiative to provide direct support to principals from 85 schools in 14 boards across the province. These boards were selected because they had significant number of students who may not be on track to graduate.
- Established new school board requirements to provide more structure, clarity and consistency for excused pupils participating in the Supervised Alternative Learning programs throughout the province (effective February, 1, 2011).
- In the spring of 2010 the Re-engagement Initiative (12&12+) identified approximately 16,000 students who were within reach of graduation and had left Ontario schools during the year. Funds were allocated to boards to re-engage these students in their studies. Through this initiative 11,000 students were contacted and 4,500 returned and were still enrolled on October 31, 2010.

SAFE/HEALTHY SCHOOLS

- Trained more than 480 staff from school boards and public health units on the School Food and Beverage Policy and connecting the policy to classroom teaching.
- The Ministry provided $10 million to 34 high schools located in urban neighbourhoods that face challenges such as poverty, criminal and gang activity, lack of community resources and student achievement issues.
- Challenged Ontario students to do one more thing to make their school healthier as part of the Healthy Schools Recognition Program.
- The ministry provided $34.7 million in annual funding to school boards to operate programs for expelled and long-term suspended students and to acquire additional para-professional resources to work with at-risk students.
- Invested $1 million annually with Kids Help Phone to provide a bullying prevention hotline 24 hours a day, seven days a week.
- Provided more funding to the Community Use of Schools program to help cover the costs of inflation, ensuring that school space for after-school activities continues to be affordable for not-for-profit groups.

SUPPORTING EDUCATORS

- Recognized 24 educators and support staff with Premier's Awards for Teaching Excellence for their contributions to student learning and achievement.
- Supported the growth and professional development of approximately 6,000 beginning teachers through the New Teacher Induction Program.
- Facilitated the professional learning of experienced teachers through a growth-oriented Teacher Performance Appraisal process, which features an annual learning plan.
- Offered two professional activity days devoted to provincial education priorities.
- Began overseeing the College of Early Childhood Educators (CECE) which was established under the *Early Childhood Educators Act, 2007*, and sets professional standards for Early Childhood Educators.
- Renewed the Qualifications Upgrade Program to help individuals working in the regulated child care system to obtain their diploma in Early Childhood Education (ECE) and qualify for membership in the College of Early Childhood Educators (CECE).
- Provided summer learning opportunities in literacy and mathematics for thousands of teachers across the province, through their boards.
- Enabled a 10-minute increase in teacher preparation time (from 210 to 220 minutes) by adding 566 more elementary specialist teachers.
- Continued to meet funding commitments to support continued labour peace and stability in schools with increased salaries and benefits for all staff who collectively bargain.
- Launched new resources and tools including "A Guide to Linking Essential Skills and the Curriculum" as part of the Ontario Skills Passport.
- Provided opportunities to approximately 300 experienced teachers in 2010/11 to expand their knowledge and skill base and share exemplary practices with other teachers through the Teacher Learning and Leadership Program.
- Provided support for third-year implementation of The Ontario Leadership Strategy (OLS).
- In 2010-11, boards were provided with a $4.7 million funding allocation over the fiscal year with the expectation that they put a Board Leadership Development Strategy (BLDS) in place. Approximately 3,336 principals and vice-principals participated in mentoring, including 1,924 mentees and 1,412 mentors.
- The ministry also provided support for mentoring of newly appointed system leaders, and executive leadership development for experienced supervisory officers and directors of education. Approximately 190 supervisory officers and directors and education participated in mentoring, including 95 mentors and 95 mentees.
- As of September 2010, all boards were required by regulation to implement a performance appraisal process for principals and vice-principals. The appraisal process focuses on both results related to student achievement and professional growth.

- By spring 2011, all boards were required to have in place terms and conditions of employment for principals and vice-principals in accordance with PPM #152 (Terms and Conditions of Employment for Principals and Vice-Principals.
- Continued to advance student achievement with ongoing support for teachers, education assistants, principals, vice-principals, education support professionals, para-professionals, office support workers, custodians, board administrators and other board staff in the education sector.
- Expanded the Student Success Differentiated Instruction Project sites from 12 to 24 this year to ensure secondary and elementary school pairings in each region. French-language boards integrate differentiated instruction in all new initiatives.
- Ensured literacy instruction is across the curriculum and focused support on instructional practices in mathematics though job-embedded professional learning and the support of provincial-level coaches working with grades 7 to12 educators across the province.
- To date, more than 14,000 educators have been prepared to support Applied Behaviour Analysis (ABA) in our publicly funded schools. School boards have reported that they are providing special education programs and services to more than 10,000 students with Autism Spectrum Disorders.
- In 2010-11, many new print and multimedia resources were produced to provide support for the Literacy and Numeracy and Student Success initiatives and to increase accessibility to current research. Examples include:

    - Multimedia resources –Through the Eye of the Learner, Precision Teaching in the Primary Classroom webcasts,
    - What Works: Research into Practice monographs – Improving Student Writing, Integrated Curriculum,
    - Capacity-Building Series monographs – Communication in the Mathematics Classroom, Grand Conversations.
- More than 100 English-language online courses are now available to school boards. Teachers and students can access more than 19,000 online resources in the Ontario Educational Resources Bank. More than 65 French-language online courses are now available to school boards. Teachers and students can access more 8,000 online resources in the Banque de ressources éducatives de l'Ontario.
- In 2010, seven new software products or web services were licensed and 11 ongoing web subscriptions and maintenance agreements were funded for a total cost of $4.6 million.
- eLearning Ontario supports district school boards to reach students through digital learning. This includes a new province-wide Learning Management System license (2011 to 2016) for the delivery of online learning, blended learning and collaborative professional learning communities; a virtual library of digital resources (Ontario Educational Resource Bank - OERB) as well as training for teachers and educational staff across the province.

KEY INVESTMENTS

- Invested $1.24 billion in Ontario's French-language schools in 2010-11, an increase of 4.2 per cent from the previous year. Since 2003, annual funding for French-language boards has increased by about $488.1 million – $5,676 more per student, an increase of 63 per cent.
- Since 2006, invested $53 million through targeted funding outside the Grants for Student Needs to build capacity and improve the learning environment for students with Autism Spectrum Disorder. Of that $53 million, nearly $29 million has been allocated for training.
- Provided additional funding to the Canadian Hearing Society to accommodate more school boards in participating in the Barrier-Free Education initiatives. A total of 73 schools from various boards participated in the Accessibility Reviews. Ten schools have requested accessibility reviews in 2011.

OTHER EDUCATION INITIATIVES

- Every school board now has an interim or final equity and inclusive education policy as per the requirements of Ontario's Equity and Inclusive Education Strategy.
- Ontario hosted 85 visits by nearly 1,000 international representatives from two dozen countries examining best practices in education reform and student success.
- The ministry organized six regional trustee orientation seminars for new and returning trustees and directors of education in November 2010 following the school board elections. The seminars were very well attended - 410, or 60 per cent, of trustees from 71 district school boards and five school authorities attended, up from 44 per cent in 2006.
- The ministry provided funding to trustee associations to develop a trustee professional development program to support the implementation of Bill 177 and to build capacity for effective school board governance.
- Continuing to repair, rebuild and expand hundreds of schools through the $4.8 billion Good Places to Learn initiative.
- Piloted a variety of innovative green products and technologies in over 150 Ontario schools through the Green Schools Pilot Initiative.
- More than 2,300 schools are benefiting from the $550 million two-year program to make schools more energy efficient.
- In 2010-11, the ministry invested 9.4 million to support 145 Parenting and Family Literacy Centres (PFLCs) centres across the province.
- In 2010-11, the ministry provided funding for more 1,700 projects to enhance parent engagement at the local, regional and provincial levels through the Parents Reaching Out (PRO) grants program. Since the launch of PRO Grants in 2006, the ministry has supported over 7,000 projects, totalling nearly $12 million in funding.
- Expanded access to Homework Help to 31 school boards.
- Beginning in March 2010, the Connections for Students model supporting children transitioning from intensive behavioural intervention (IBI) therapy services provided

by the Ministry of Children and Youth Services to applied behaviour analysis (ABA) instructional methods in publicly funded schools was made available in all 72 publicly funded schools. As of September 30, 2010, 819 children and youth were served province-wide by Connections for Students transitions teams.

- For the 2010-11 school year, ABA expertise funding was increased to $10.8 million.
- Continued the Provincial Initiative on Assessing Achievement in Alternative Areas (A4) during the 2010-11 school year. This included the development of draft guidelines and regional projects to enhance assessment processes for students with special education needs who do not access the Ontario curriculum and do not participate in EQAO assessments. The guidelines will be finalized and shared provincially along with the findings and resources from the regional projects in spring 2011.
- The Curriculum Council addressed concerns of overcrowded curriculum and considered the topic of financial literacy in the existing grades 4 to 12 curriculum.
- Continued to develop resources to support equity and diversity in the curriculum, including strategies that enhance First Nation, Métis and Inuit peoples' perspectives in the curriculum.
- Blended Learning was successfully piloted in 16 district school boards across Ontario and 12 French-language school boards.
- Funded pilot projects that focus on the effective use of evidence to inform classroom practice and increase student achievement through Managing Information for Student Achievement (MISA) Professional Network Centres to expand and strengthen research and evaluation capacity throughout the province.
- The sixth annual Ontario Education Research Symposium was held in February 2011. It brought together approximately 340 educators, researchers and policy makers to share approaches for connecting research to classroom practice.
- Continued the review of the following curriculum documents in 2010-11:
  - Grades 9 to 12, Native Studies
  - Grades 1 to 12, Native Languages
  - Grades 9 to 12, Classical Studies and International Languages
  - Grades 11 to 12, Interdisciplinary Studies
  - Grades 1 to 8, Social Studies/History/Geography
  - Grades 9 to 12, Canadian & World Studies
  - Grades 1 to 12, French as a Second Language (Immersion, Extended and Core Programs)
  - Grades 9 to 12, Health and Physical Education
  - Grades 9 to 12, Social Sciences and Humanities
- Released revised curriculum policy documents for mandatory implementation beginning in September 2010:
  - Grades 1 to 8, Health and Physical Education (Interim Edition)
  - Grades 1 to 8, Actualisation linguistique en français (ALF)
  - Grades 1 to 8, Programme d'appui aux nouveaux arrivants (PANA)
  - Grades 9 to 12, ALF
  - Grades 9 to 12, PANA

- Completed training for the revised curriculum policy document for mandatory implementation beginning in September 2010:
    - Grades 9 to 12, The Arts

Ministry Expenditures*

	Ministry Actual Expenditures ($M) 2010/11
Operating	*22,285.8
Capital	8,599.7
Staff Strength (as of March 31, 2010)	**1913

Note: *Includes Statutory Appropriations, Bad Debt expense, and reconciliation adjustments but does not include consolidation adjustments. This number is based on Interim Actuals, and final actual expenditures will be stated in 2010/11Public Accounts.
** This number excludes seasonal staff, students, and employees on leave.

Energy

Published Results-based Plan 2011-12

Ministry of Energy

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Ontario

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

Vision

The Ministry of Energy is guided by a vision of a new clean energy economy that provides 21st century jobs and sustainable, liveable communities for all Ontarians and for generations to come.

Mission/Mandate

The Ministry of Energy's mandate includes the creation of an energy conservation culture while ensuring a reliable, sustainable, and diverse supply of energy at competitive prices, with minimal impact on the province's environment. The ministry is responsible for setting the legislative and policy framework for a clean, modern and reliable electricity system for all Ontarians.

The ministry develops solutions and advises on all aspects of energy policy for Ontario, including electricity, natural gas and oil. It oversees the Ontario Energy Board, Ontario Power Authority and Independent Electricity System Operator. The ministry also represents the shareholder in dealings with Hydro One and Ontario Power Generation.

The Long-Term Energy Plan sets a 20-year course for Ontario's clean energy future. Continuing to develop a diverse supply mix, including more renewable energy sources, and fostering a culture of energy-efficiency are the cornerstones of Ontario's balanced plan to provide clean and reliable energy - while encouraging the development of a clean energy economy.

The Long-Term Energy Plan and the *Green Energy and Green Economy Act, 2009* (GEGEA) support the five-year Open Ontario Plan to strengthen the economy by building a clean, modern and reliable energy system that meets the needs of Ontario families and businesses. It encourages the development of renewable sources of energy such as wind, solar, hydro and bio-energy. The GEGEA created the framework for the launch of the Feed-in Tariff (FIT) program which provides a stable price for clean energy producers and encourages them to invest in Ontario, creating new industries that did not exist a few years ago. Since the GEGEA was passed, more than 30 companies have announced plans to build or expand solar and wind turbine manufacturing facilities in Ontario. By the end of 2010, 13,000 direct and indirect jobs were created, and by the end of 2012 an estimated 50,000 direct or indirect jobs will be created.

The Ministry of Energy works with many partners inside and outside government to develop and maintain the electricity generation, transmission and distribution infrastructure that powers our economy, and ensures that Ontario remains one of the best places in the world to live, work, invest and raise a family.

Priorities and Results

The ministry play a critical role in supporting the government's long-term priorities of economic prosperity, environmental stewardship and sustainable communities.

To meet these priorities, the ministry is focused on three key deliverables:

- To ensure a clean, reliable and competitively priced energy system.
- To build a culture of conservation in Ontario.
- To build Ontario's clean energy economy.

A Clean, Reliable and Competitively Priced Energy System

A top strategic objective for the ministry is transitioning to a modern, clean and reliable electricity system that is competitively priced and will meet Ontario's electricity needs now and in the future. By continuing to make the necessary investments to modernize our system, we are ensuring that our system remains reliable, efficient and cost-effective. By reducing carbon emissions and other pollution, a clean energy supply will also help ensure a cleaner future for Ontarians.

The ministry is achieving this objective through the creation of a legislative and policy framework that promotes:

- Investments in clean, renewable energy.
- Upgrades, refurbishments and expansions of Ontario's energy infrastructure.
- Building a culture of conservation.
- A commitment to completely phase out coal-fired generation by the end of 2014.

The ministry also takes action in other sectors:

- The ministry monitors oil and gas markets, including surveying the retail price of gasoline and other transportation fuels in several Ontario cities weekly and publishing the results on its website.
- The ministry represents the interests of Ontario natural gas consumers before the National Energy Board and in associated forums.
- The ministry is responsible for the regulatory framework governing natural gas delivery.

Ontario is transitioning to a modern and reliable energy system by modernizing our transmission and distribution grids, upgrading and refurbishing existing generation assets, and adding more renewable sources to the system for a balanced mix of clean power sources.

In 2009, the government passed the *Green Energy and Green Economy Act, 2009* (GEGEA), which boosted growth in renewable sources of energy such as wind, solar, hydro, and bio-energy, by making it easier to bring such projects to life. Under the GEGEA, Ontario created the framework for the first comprehensive Feed-in Tariff (FIT) program in North America, which guarantees specific rates for energy generated from certain renewable sources. The FIT program makes it easier for homeowners, small businesses, farmers, not-for-profit groups, community groups and large commercial developers, to take part in renewable energy projects.

Building on the success of the GEGEA, in November 2010, the government released Ontario's Long-Term Energy Plan, investing in our energy system to ensure the power needs of Ontario are met for the next 20 years. The Long-Term Energy Plan will increase Ontario's mix of renewable energy sources to 10,700 megawatts by 2018, increasing Ontario's clean energy mix to 13 percent, or the equivalent average electricity requirement of two million homes. This plan builds on the GEGEA to transform the province's electricity system into a clean energy powerhouse.

Since October 2003, the government and its agencies signed more than 20,000 small and large-scale renewable energy supply contracts from wind, water, solar and bio-energy sources, totalling more than 5,000 megawatts. Of these, more than 2,000 megawatts of renewable energy capacity has come online, bringing Ontario's renewable energy capacity to more than 10,000 megawatts.

Building and implementing a "smart" power grid to support the development and integration of these renewable energy projects and other new technologies into the electricity system is also a key part of the Long-Term Energy Plan. The Smart Grid is an advanced electricity delivery network that allows a two-way flow of electricity and information, improving the flexibility, security, reliability and efficiency of the electricity system. In addition, the ministry recently launched a Smart Grid Fund which will accelerate the growth of a smart grid industry in Ontario. The Smart Grid Fund will offer targeted financial support for Ontario-based projects that advance the commercialization of smart grid products and services, provide economic development opportunities and create new jobs.

Much of Ontario's infrastructure required to provide a stable and competitively priced electricity supply is aging. Over the next 20 years, the province plans to refurbish or replace about 80 percent of its electricity system. Estimated capital investments totalling $87 billion from both public and private sectors will help ensure that Ontario has a clean, modern and reliable energy system. Substantial investments will be made to upgrade and expand the province's transmission system which is the backbone of Ontario's electricity system. A modern and reliable transmission system is crucial for supporting Ontario's reliability and evolving generation mix.

Ontario's Long-Term Energy Plan makes updating the following key areas of energy infrastructure a priority.

- Phasing out dirty, coal-fired electricity by the end of 2014.

- Improving transmission through five priority projects to be completed in the next seven years.

Commitment to Shut Down Coal-Fired Generation by 2014

As part of the government's commitment to a clean energy future and fighting climate change, Ontario is committed to eliminating coal-fired electricity generation by the end of 2014. On October 1, 2010, the province shut down four coal-fired power units – two at Nanticoke Generating Station and two at Lambton Generation Station – four years ahead of schedule. Ontario will shut down two additional units at Nanticoke Generation Station by the end of 2011.

Since 2003, eight units have been shut down and once the coal phase-out is complete, 19 coal units at five Ontario Power Generation plants will cease to burn coal as a fuel.

Eliminating coal-fired electricity generation will reduce our annual carbon dioxide emissions by as much as 30 megatonnes (Mt) per year. To replace coal, Ontario will rely on a mix of energy efficiency, nuclear refurbishment, renewable energy and natural gas.

Currently, Ontario is studying the feasibility of converting some of its remaining 11 units to burn other forms of fuel such as natural gas and/or biomass, a renewable fuel source. The government recently directed the Ontario Power Authority (OPA) to negotiate a power purchase agreement with Ontario Power Generation (OPG) for biomass-fuelled electricity at the Atikokan Generating Station. The project is expected to take up to three years to complete.

As part of the Long-Term Energy Plan, the Thunder Bay Generating Station will be converted from coal to natural gas, cutting carbon dioxide emissions from the plant in half. Once converted, the plant is expected to generate as much as 150 million kilowatt-hours of electricity per year, enough electricity each year to power 15,000 homes. This project, along with the conversion of the Atikokan Generating Station to biomass fuel, will make northern Ontario the first region of the province with existing coal plants to become coal-free. Continued use of the Thunder Bay facility is more cost-effective than building a new plant, and will ensure that this important asset continues to supply power for the people of Ontario.

Investing in Upgrades and Expansions of the Province's Transmission System

The transmission and distribution component of the Long-Term Energy Plan incorporates and builds on a number of recent planning initiatives, ongoing priorities and new procurement mechanisms that have been introduced in recent years.

The Long-Term Energy Plan announced the government's commitment to move forward with five cost-effective priority transmission projects based on advice from the Ontario

Power Authority. These projects will ultimately accommodate renewable generation, support reliability and serve new demand. These priority projects are:

- Device(s) to enhance transfer capability in Southwestern Ontario
- Upgrading existing power line(s) west of London
- A new transmission line west of London;
- Enhancing the East-West tie along the east shore of Lake Superior through a new transmission line
- A new line to Pickle Lake to better serve industry needs and help future remote community connections north of Pickle Lake.

Two of the priority projects (East-West Tie and Supply to Pickle Lake) were identified to serve the unique needs of Northern Ontario. These significant investments will allow expansion of the system to meet reliability needs, serve new demand arising from economic activity and accommodate new renewable generation over time.

The Long-Term Energy Plan also includes the commitment to instruct the Ontario Power Authority to develop a plan for connecting remote First Nation communities in Northwestern Ontario to the provincial electricity grids. These communities currently rely on costly and polluting diesel generation for the supply of electricity. The Ontario Power Authority's plan is to include consideration for the relevant cost contributions from benefiting parties, such as the federal government.

In recognition of the tremendous response to the Ontario Power Authority's small FIT and microFIT programs, the Long-Term Energy Plan sets out that the province continue to invest in upgrades to the electricity grid in order to enable connection of small-scale renewable projects.

Transmission planning will also continue on the regional level, using an approach that considers conservation, demand management, distributed generation and transmission. Regional plans will assess needs based on a region's unique resource mix and community priorities. Ontario will continue to plan and study additional transmission projects as demand and changes to supply require.

Building a Culture of Conservation

Energy efficiency is a cornerstone of the province's Long-Term Energy Plan, and an important element of Ontario's climate change strategy. As a result of the government's energy efficiency efforts, Ontario has saved more than 1,700 megawatts of electricity since 2005, equivalent to more than half a million homes being taken off the grid. Under the Long-Term Energy Plan, Ontario has set one of the most ambitious energy efficiency goals in North America: 7,100 megawatts by 2030, the equivalent of taking more than 2.4 million homes "off the grid".

Promoting energy efficiency is key to ensuring both adequate energy supply and price competitiveness into the future. The ministry is setting long-term and immediate targets and ensuring that local distribution companies across Ontario create energy efficiency programs for residential, commercial and industrial customers across the province, as well as rolling out smart electricity meters.

Smart Meters

More than 4.6 million smart meters have been deployed across Ontario. These meters will provide precise readings of energy consumption instead of estimates. Smart meters are helping electric utilities pin-point and respond more quickly to power outages, and can support demand response programs to help Ontarians better control their electricity use.

Smart meters have also enabled time-of-use (TOU) pricing – the price we pay for electricity now better reflects the cost of producing it at peak and off-peak times. That means that in the evenings and on weekends, power is less expensive, and we have the choice to shift our usage to different times of the day or between days.

The TOU rate structure is designed to reduce peak demand by encouraging load shifting which will reduce system costs over the long-term, drive environmental benefits by using less peaking forms of generation, and reward consumers who shift their consumption away from times when electricity is most costly to produce. Over 2 million customers are currently on TOU pricing and more are coming on every day.

Helping Protect Energy Consumers

Protecting Ontario's energy consumers remains a top priority. In January 2011, new rules under the *Energy Consumer Protection Act, 2010* came into effect. This legislation helps ensure that consumers throughout the province are aware of their rights and are treated fairly. In addition to enhancing consumer protection for customers of energy retailers, the legislation sets out a framework for enabling suite metering in multi-unit buildings, including ensuring informed consent for tenants.

Over the next 20 years, the cost of electricity is estimated to increase by about 3.5 percent a year on average. To help consumers through this period of transition, a number of initiatives are currently in place:

- The **Ontario Clean Energy Benefit**, effective January 1, 2011, is automatically taking 10 percent off electricity bills for each billing period for the next five years.
- The permanent **Northern Ontario Energy Credit** will continue to help eligible low-to middle-income northern residents manage energy costs.
- The enhanced **Energy and Property Tax Credit** provides support of up to $900 for families and up to $1,205 for seniors.

For industrial consumers:

- The three-year **Northern Industrial Electricity Rate Program**, launched in March 2010, makes available $150 million annually to qualifying large industrial facilities to reduce their electricity prices by an average of about 25 percent.
- The **Industrial Conservation Initiative** encourages the largest industrial energy users to shift consumption and reduce bills.
- The **Industrial Accelerator Program** provides financial incentives to help fast-track investments in major energy efficiency and generation projects.

Building Ontario's Clean Energy Economy

Ontario's commitment to clean energy is making the province a global leader in renewable energy development and one of the top destinations for investment in that sector. The *Green Energy and Green Economy Act, 2009* and Feed-in Tariff (FIT) program have prompted businesses from Ontario and across the globe to invest in the province.

Since the FIT program was first launched, more than 30 companies have publicly announced plans to set up or expand operations in Ontario and 13,000 jobs were created by the end of 2010. The highly successful FIT program includes domestic content provisions that are helping build a clean energy economy in Ontario while welcoming investment from outside the province. The ministry continues to actively pursue investment in new manufacturing and service infrastructure while investigating ways to support the training and skills development needed for the clean energy jobs being created by this emerging industry. Ontario is well-positioned to take advantage of the growing commitment to clean energy development throughout North America

In 2011 and 2012, the ministry will continue to support programs and policies to advance the implementation of Ontario's Long-Term Energy Plan and transform Ontario into North America's clean energy leader.

Ministry Contribution to Key Priorities and Results

The ministry manages government policy and initiatives leading to a clean, reliable energy system and revitalized energy infrastructure that enhances economic competitiveness, protects the environment and builds sustainable communities.

Priorities	Economic prosperity	Environmental stewardship	Sustainable Communities
Results	• Competitive business environment • New clean economy and jobs • Reliable energy supply	• Climate protection • Cleaner air • Preservation of natural resources	• Strong, vibrant and prosperous communities for generations to come • High standard of living for citizens
Strategies	• Ensure a competitively priced and sustainable energy system • Reduce electricity demand, especially peak use • Increase renewable energy • Protect and empower consumers • Invest in energy infrastructure and initiatives that will increase economic output, maximize job creation, and spur economic development	• Transition to a modern and reliable energy system by upgrading our transmission and distribution systems and adding more renewable sources to the system for a balanced mix of clean energy sources • Phase out coal by the end of 2014 and explore renewable fuel sources as possible replacements	• Revitalize energy infrastructure • Empower communities to participate in clean energy projects
Deliverables	• A clean, reliable and competitively priced energy system • A culture of conservation in Ontario • A clean energy economy		
Key Initiatives	• Energy conservation and efficiency • Renewable energy • Coal phase out replacement • Nuclear refurbishment and new build • Smart grid and smart meters • Energy consumer protection		
Measures	• Reduce projected peak demand by 7,100 MW by 2030 • Phase out coal by the end of 2014, reducing carbon emissions by up to 30 megatonnes (Mt) per year		

Highlights of Achievements

In 2010-11, the ministry focused on the implementation of the *Green Energy and Economy Act* and on putting in place and beginning to implement Ontario's Long-Term Energy Plan. The Ministry of Energy continued to create and deliver key initiatives in support of the government's long-term priorities including:

1. Maintaining a reliable energy supply system and encouraging conservation
2. Protecting energy consumers and keeping energy costs affordable
3. Transforming Ontario's energy supply mix

Maintaining a Reliable Energy Supply System and Encouraging Conservation

Transmission and Distribution

Transmission is the backbone of Ontario's electricity system. A modern and reliable transmission system is crucial for supporting Ontario's evolving generation mix, including the decommissioning of coal-fired generation by the end of 2014 and the further expansion of our clean energy portfolio.

Since 2003, Hydro One has invested more than $7 billion in its transmission and distribution systems. In 2010 alone, Hydro One invested more than $1.5 billion into upgrades and the expansion of its power systems. Ontario's average annual investment in Hydro One's transmission and distribution systems from 2004 through 2010 was more than double the average annual investment over the preceding eight years (1996-2003).

Maintaining system reliability is the government's top electricity priority. Ontario continues to take a leadership role within Canada in working with other provinces, the federal government, and the United States to ensure electricity system reliability. Ontario's Independent Electricity System Operator (IESO) is responsible for maintaining reliable operation of the Ontario's bulk power system including adherence to mandatory North American electric reliability standards throughout Ontario.

Since the filing of the 2007 Integrated Power System Plan (IPSP), Ontario has moved forward on transmission projects to enable a total of 5,000 megawatts of clean, emissions-free electricity, including renewables, import potential and refurbished nuclear generation. Since 2010, there have been a number of developments, including an unprecedented response to the FIT program and an agreement with a Korean Consortium to develop 2,500 megawatts of renewable energy projects and bring wind and solar manufacturing jobs to Ontario. These new and ongoing developments were accounted for in the development of the province's Long-Term Energy Plan.

Conservation

Conservation is a cornerstone of Ontario's Long-Term Energy Plan, and an important element of the province's climate change strategy. Creating a culture of conservation across the province is critical to ensuring a sustainable energy system. The ministry continues to emphasize energy conservation, setting tough intermediate and long term conservation targets.

In its Long-Term Energy Plan, Ontario set one of the most ambitious energy efficiency goals in North America. As a leader in energy efficiency, the government has increased and broadened its targets to 7,100 megawatts in electricity savings and a reduction in overall demand by 28 terawatt-hours by 2030. Building on work begun in 2010-11, the ministry's energy efficiency efforts will continue to focus on empowering consumers through tools, information and incentives, and building an institutional and regulatory framework for energy efficiency.

On November 12, 2010, the Ontario Energy Board assigned local utilities mandatory conservation targets for 2011 to 2014. Local utilities will meet these targets through a host of new conservation initiatives, with rollout beginning in early 2011. These initiatives will help protect our climate and will create jobs.

As of April 2011, all residential, commercial and industrial energy efficiency programs have been redesigned, streamlined and offered province-wide. New low-income and Aboriginal energy efficiency programs will be launched by summer 2011. The design and management of these programs has been made possible by all local distribution companies (LDCs) and the Ontario Power Authority and will run from 2011 to 2014. Consumers will recognize these province-wide programs through the saveONenergy brand and the Cleaner Ontario mark. LDCs are expected to meet the bulk of their energy efficiency targets through these programs.

Protecting Energy Consumers and Keeping Energy Costs Affordable

In April 2010, the Ontario Legislature passed the *Energy Consumer Protection Act, 2010*. This legislation enhances protection of consumers in their dealings with energy retailers. The Act ensures that consumers will have the information they need to make the right decisions about energy contracts, and confidence that they are protected by fair business practices.

The Electricity Price Mitigation program assists consumers with the transition to a reliable and cleaner electricity system and complements existing tax-related mitigation benefits.

The Ontario Clean Energy Benefit provides direct relief to eligible electricity consumers, taking 10 percent off the total cost of electricity on their electricity bills, including electricity costs, regulatory charges, the debt retirement charge and taxes, for five years effective January 1, 2011. Eligible consumers include residential, farm, small business, and other small users who use less than 250,000 kilowatt-hours (kWh) per year or have a demand of 50 kilowatts (kW) or less.

Greening Ontario's Energy Supply Mix

Ontario is committed to reducing the environmental footprint of electricity generation across the province. New supply will enable the province to eliminate coal-fired capacity from Ontario's supply mix by the end of 2014, accounting for the majority of the government's greenhouse gas reduction target.

Since 2003, approximately 8,900 megawatts of new energy supply have come online, including a mix of cleaner gas-fired generation, nuclear power and renewable energy. This new supply includes more than 2,000 megawatts of renewable energy supply from wind, hydro, solar and bio-energy sources through government procurement contracts.

In 2009, the GEGEA enabled implementation of the first comprehensive FIT program which guaranteed specific rates for energy generated from renewable sources. As a result, Ontario now has more than 1,500 megawatts of wind power online generated by more than 800 wind turbines. This represents a 100-fold increase in wind-power capacity from 2003, when there were only 15 megawatts of wind power generated by 10 turbines.

The province now has more than 200 megawatts of solar photovoltaic (PV) capacity online, more than any other jurisdiction in Canada. Ontario has the largest operational solar PV farm in the world.

More than 200 megawatts of capacity from bio-energy has been brought online. Of this, more than 50 megawatts is new and from government procurements. More than 100 megawatts of additional bio-energy projects are currently under contract.

New renewable energy supply that is online or under construction totals more than 2,800 MW of large and small-scale projects across Ontario. This represents more than $11 billion of investment.

In 2009, the GEGEA enabled implementation of the most comprehensive FIT program which guaranteed specific rates for energy generated from renewable sources. As a result, more than 3,300 MW of contracts have been awarded.

Water Power

Ontario's abundant and reliable hydro power will continue to play a key role in developing a clean and reliable provincial energy supply.

New and redeveloped hydroelectric stations provide valuable peaking generation, which allows them to operate in a similar fashion to a gas plant, but with much lower emissions. Ontario currently has more than 8,000 megawatts of installed water power capacity, including about 7,800 megawatts from projects before 2003. Water power from clean hydroelectric sources such as the facilities at Niagara Falls accounted for approximately 20 percent of the electricity generated in the province in 2010. Ontario now has more than 700 megawatts of new waterpower under contract, with more than 100 megawatts already online.

Ontario will continue to grow its hydroelectric capacity with a target of 9,000 megawatts by 2018. This will be achieved through new facilities and through significant investments to maximize the use of Ontario's existing facilities. As part of this commitment, the government is moving forward with its plans to increase power generation in the Niagara region through the Niagara Tunnel project.

The tunnel will increase the amount of water available for power generation at the Sir Adam Beck Generating Station, effectively increasing its output by the equivalent of 200 megawatts. Once completed, the project will produce an additional 1.6 billion kilowatt hours of clean, renewable electricity per year, which is enough to meet the annual needs of about 160,000 homes.

In June 2010, construction began on the Lower Mattagami project in Kapuskasing, representing not only the largest hydroelectric generation construction project in Ontario in 40 years, but also the largest renewable energy project in the province. By redeveloping four existing Ontario Power Generation sites, Lower Mattagami will add almost 440 megawatts of clean, renewable hydro electricity to the grid while providing $2.6 billion of investment in the North. It is also the biggest electricity partnership with a First Nation in Ontario's history. Ontario Power Generation's partner in the project is the Moose Cree First Nation, which will have up to a 25 percent equity share in the project.

Gas-fired Generation

New gas-fired plants perform two major roles within Ontario's electricity system: to address local reliability requirements while supporting the government's commitment to develop new clean energy and eliminate coal-fired generation by the end of 2014. New gas-fired generation facilities such as Goreway Station, Halton Hills, the Portlands Energy Centre, St. Clair Energy Centre and York Energy Centre will meet the need for clean, reliable power in areas of rapid growth. In 2011, Ontario Power Generation's Thunder Bay Generating Station will begin the conversion to natural gas. Once converted, the plant is expected to generate as much as 150 million kilowatt-hours of electricity annually.

By ensuring the reliability of the electricity system during periods of peak demand, these facilities will provide communities with an increased security of supply while complementing the province's nuclear and hydro facilities, which provide base load power. In total, natural gas projects in Ontario provide more than 9,500 megawatts of clean energy capacity to the province. Under the Long-Term Energy Plan, Ontario will maintain natural gas-fired generation at its current level.

Combined Heat and Power

Ontario has identified Combined Heat and Power (CHP) as a clean, efficient way to generate electricity and heat for nearby users. In November 2010, the ministry directed the OPA to procure a total of 1,000 megawatts of CHP projects, a target identified by Ontario's Long-Term Energy Plan.

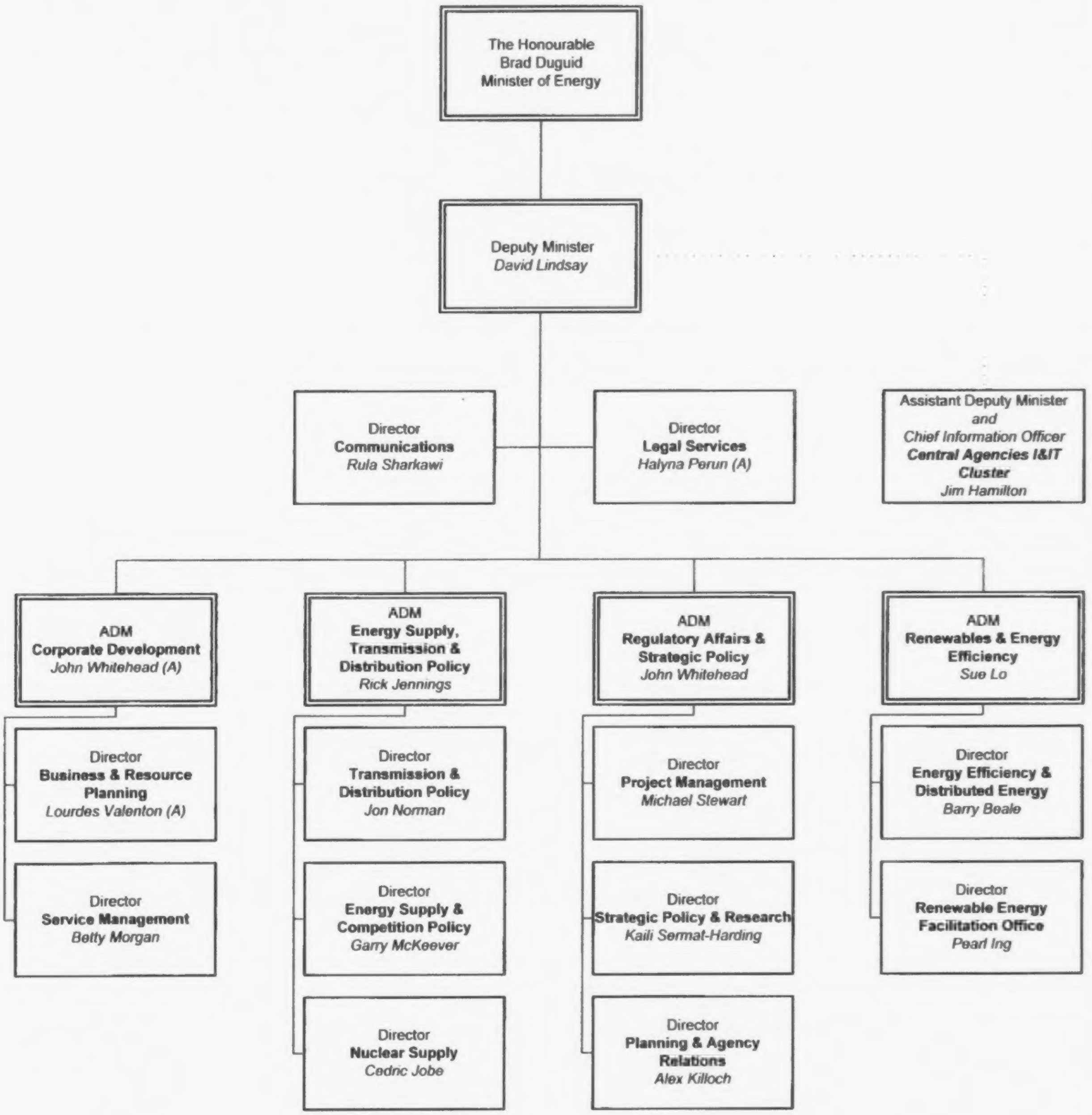
Nuclear Build and Refurbishment

Nuclear power remains a crucial aspect of Ontario's electricity supply mix, providing about half of the electricity used by Ontarians every day. As a clean source of energy, it is expected to continue to be the single-largest source for Ontario's electricity generation over the life of the LTEP. Ontario is committed to modernizing the province's aging fleet through a combination of new build at Darlington and refurbishment of existing units at the Darlington and Bruce Power sites.

In 2008, OPG's Darlington site was selected for construction of about 2,000 megawatts of new nuclear capacity. The procurement process has been affected significantly by the federal government's decision to place Atomic Energy of Canada Limited (AECL) up for sale in the middle of the process. The government remains committed to new nuclear at the Darlington site. Ontario Power Generation continues to move forward with the licensing process, including an environmental assessment conducted by a joint review panel established by the federal Minister of Environment in cooperation with the Canadian Nuclear Safety Commission (CNSC).

Ontario Power Generation announced a two-part investment strategy for its nuclear generation stations in Durham Region in February 2010, As a result of initial studies of plant condition and performance, OPG will proceed with a detailed planning phase for the mid-life refurbishment of the Darlington Nuclear Generating Station with refurbishment work expected to start in 2016. Ontario Power Generation will invest $300 million to ensure the continuing safe and reliable operation of the Pickering station for approximately 10 years. Combined with planned refurbishment of generating facilities at Bruce Power, these measures will help ensure nuclear power will remain a crucial component in Ontario's electricity supply mix.

Ministry Organizational Chart


The Honourable
Brad Duguid
Minister of Energy
Deputy Minister
David Lindsay
Director
Communications
Rula Sharkawi
Director
Legal Services
Halyna Perun (A)
Assistant Deputy Minister
and
Chief Information Officer
Central Agencies I&IT Cluster
Jim Hamilton
ADM
Corporate Development
John Whitehead (A)
ADM
Energy Supply, Transmission & Distribution Policy
Rick Jennings
ADM
Regulatory Affairs & Strategic Policy
John Whitehead
ADM
Renewables & Energy Efficiency
Sue Lo
Director
Business & Resource Planning
Lourdes Valenton (A)
Director
Service Management
Betty Morgan
Director
Transmission & Distribution Policy
Jon Norman
Director
Energy Supply & Competition Policy
Garry McKeever
Director
Nuclear Supply
Cedric Jobe
Director
Project Management
Michael Stewart
Director
Strategic Policy & Research
Kaili Sermat-Harding
Director
Planning & Agency Relations
Alex Killoch
Director
Energy Efficiency & Distributed Energy
Barry Beale
Director
Renewable Energy Facilitation Office
Pearl Ing

As of April 6, 2011

Legislation

The following is a list of legislation for which the Ministry of Energy has primary legislative or administrative responsibility.

Statutes Administered by ENERGY:

1. *Electricity Act, 1998, S.O. 1998*, c. 15, Sched. A**
    - Except Part VIII and Part IX.1

2. *Energy Consumer Protection Act, 2010, S.O. 2010, c. 8***

3. *Green Energy Act, 2009, S.O. 2009, c.* 12, Sched. A**
    - Except for section 10 and except for subsection 8 (2) which is shared with the Minister of Infrastructure

4. *Hydro One Inc. Directors and Officers Act, 2002, S.O. 2002*, c. 3

5. *Ministry of Energy and Infrastructure Act*, R.S.O. 1990, c. M. 23*
    - In respect of energy matters, except for sections 8 and 9 insofar as the powers, duties, functions and responsibilities set out in those sections are required to develop and administer the Ontario Ethanol Growth Fund program, assigned to the Minister of Agriculture, Food and Rural Affairs

6. *Ontario Clean Energy Benefit Act, 2010*, S.O. 2010, c. 26, Sched. 13
    - This Act is administered by the Ministry of Energy but the intention is that at some point in the future the Ministry of Revenue would administer sections 7 – 11 of the Act

7. *Ontario Energy Board Act, 1998*, S.O. 1998, c. 15, Sched. B**

8. *Power Corporation Act, R.S.O. 1990*, c. P. 18

9. *The Toronto District Heating Corporation Act, 1980*, S.O. 1980, c. 73

10. *Toronto District Heating Corporation Act, 1998,* S.O. 1998, c. 15, Sched. C
    - Except for section 4

*Note that there is currently a Bill before the Legislature that is proposing to repeal the *Ministry of Energy and Infrastructure Act* of the legislation and replace it with a *Ministry of Energy Act, 2011*.

**Note that there is currently a Bill before the Legislature that is proposing to amend this piece of legislation.

Agencies, Boards and Commissions (ABCs)

Entities that report to the Ministry of Energy and their financial data:

Ontario Energy Board

The Ontario Energy Board (OEB) is a quasi-judicial board that regulates the province's electricity and natural gas sectors in the public interest. Its mandate is determined by the provincial government, and is embodied in the *Ontario Energy Board Act, 1998* and its regulations.

$	2011-12
Operating	33,710,100
Capital	1,060,900
Total	**34,771,000**

Government Organizations

The Ministry of Energy oversees two government organizations that are consolidated onto the ministry's financial records:

Independent Electricity System Operator

The Independent Electricity System Operator (IESO) is responsible for maintaining reliability of Ontario's bulk electricity system and operating the wholesale electricity market. It is also responsible for overseeing smart metering initiatives in the Province. The mandate of IESO is embodied in the *Electricity Act, 1998*.

$	2011-12
Operating	128,110,000
Capital	16,963,500
Total	**145,073,500**

Ontario Power Authority

The Ontario Power Authority (OPA) is responsible for medium- and long-term system planning and engaging in activities to ensure adequate, reliable and secure electricity supply and resources for Ontario. The OPA also designs and coordinates conservation programs across the Province. Its mandate is embodied in the *Electricity Act, 1998*

$	2011-12
Operating	73,884,000
Capital	2,525,000
Total	**76,409,000**

Government Business Enterprises

The ministry has oversight of the following government business enterprises. The Government of Ontario, through the Minister of Energy, is the sole shareholder of these corporations.

Hydro One

Hydro One Inc. (Hydro One), through its wholly-owned operating subsidiaries, owns and operates most of the province's electrical transmission system. It also serves as a local electricity distributor, mostly in rural communities in Ontario.

$	**2011-12**
Projected Net Income	657,000,000

Ontario Power Generation

Ontario Power Generation (OPG) is in the business of generation and sale of electricity in Ontario. OPG generating assets include: 3 nuclear generating stations, 5 fossil generating stations, and 65 hydroelectric generating stations.

$	**2011-12**
Projected Net Income	474,000,000

Ministry Financial Information

Ministry Planned Expenditures 2011-12 ($M)

Operating	**1,210.416**
Capital	**0.002**
TOTAL	**1,210.418**

Note: Totals do not include consolidated adjustments of $256.254M

APPENDIX: ANNUAL REPORT 2010-11

APPENDIX: ANNUAL REPORT 2010-11

Annual Report 2010-11

In 2010-11, the Ministry of Energy supported the government's long-term priorities of economic prosperity, environmental stewardship and sustainable communities by focusing on three key deliverables:

- To ensure a clean, reliable and competitively priced energy system.
- To build a culture of conservation in Ontario.
- To build Ontario's clean energy economy.

Key to this focus was the implementation of the *Green Energy and Green Economy Act, 2009* (GEGEA) and the development of Ontario's Long -Term Energy Plan.

The Long-Term Energy Plan was released in November 2010 after extensive stakeholder and on-line public consultations. It updated the province's earlier energy plan, and set clear direction for Ontario's energy system, building on earlier achievements and plans for a clean, reliable energy system and a conservation culture.

Major Accomplishments

Clean, Reliable and Competitively Priced Energy System

Ontario continues to lead the transition to a cleaner energy system. The Renewable Energy Facilitation Office, mandated through the GEGEA, played a key role in 2010-11 by helping create a transparent and welcoming environment for the development of new renewable energy projects.

FIT and microFIT Projects

The province continues to encourage Ontarians to become active participants in clean energy generation, benefiting the environment, the energy system, the renewable energy sector, and ultimately the economy.

In October 2009, the province launched the largest, most comprehensive clean energy initiative of its kind in North America. The GEGEA's Feed-in Tariff (FIT) program is sparking the development of renewable energy projects by offering guaranteed incentives to developers of wind, water, solar, biomass and biogas sourced power. Under the FIT program, 184 new contracts for big, clean energy projects were announced in April 2010. These projects could generate more than 2400 megawatts, enough electricity to power 600,000 homes.

The FIT program delivers significant benefits to project developers - including communities and Aboriginal communities - as well as equipment suppliers and installers, consumers and the overall provincial economy. By encouraging further investment in generation, transmission and distribution, even more renewable energy sources are being incorporated into Ontario's electricity system.

On February 24, 2011, the Ontario Power Authority (OPA) announced an additional 40 new large scale renewable energy projects under the FIT program. These projects total 872 megawatts of clean renewable power and enough electricity to power more than 200,000 homes.

Overall, Ontario now has more than 1500 megawatts of wind power already online, generated by more than 800 wind turbines – a 100-fold increase from 2003.

Currently, more than 4800 small scale solar projects are also feeding electricity into Ontario's grid, and the province has more than 200 megawatts of solar capacity online, more than any other jurisdiction in Canada.

Clean Water Power

Ontario's abundant and reliable hydro power continues to play a key role in ensuring a clean and reliable power supply. Over 8000 megawatts of power is currently on-line – with plans to grow this to 9000 megawatts by 2018.

Construction of the 10.2 kilometre Niagara Tunnel Project continued to progress steadily in 2010. The drilling of this tunnel has attracted international attention, and tunnelling activity is expected to be complete early in the 2011-12 year. It is the single biggest construction project in the Niagara region in over 55 years and the largest tunnelling project under construction in Ontario. Once fully operational at the end of 2013, the tunnel will increase the amount of water available for power generation at the Sir Adam Beck Generating Station, effectively increasing its capacity by the equivalent of 200 megawatts. It is expected to operate for up to 100 years with little maintenance required.

In this past year, Ontario Power Generation (OPG) projects including Healey Falls (15.7 megawatts) and Hound Chute (9 megawatts) reached commercial operation. The larger stations making up the Upper Mattagami project also reached commercial operation, with 34 megawatts capacity. As well, work commenced on the Lower Mattagami, which will see 440 megawatts of capacity added to the grid – a $2.6 billion investment and the largest partnership with a First Nation in the Province's history. This partnership will generate jobs for Northern Ontario and allow local communities to benefit from the province's growing clean energy economy.

Coal Phase-out and Conversion to Biomass

As part of the Long-Term Energy Plan, Ontario announced in November that the Thunder Bay generating station will begin converting two generating units to natural gas. Work progressed on converting the Atikokan generating station to bio-mass by 2012. These initiatives will ensure the North is the first region to replace all of its coal generating capacity. Coal generation also continued to be phased out in the rest of the province, with the government continuing its commitment to end coal-fired generation by the end of 2014. In October 2010, the province shut down four coal-fired power units – two at the Nanticoke Generating Station and two at the Lambton Generating Station – four years ahead of schedule. Ontario's commitment to phase out coal-fired electricity by the end of 2014 remains the single largest climate change initiative in North America.

Gas

Ontario is achieving the end of coal-fired generation through renewables, conservation, and the strategic use of natural gas. Natural gas-fired "peaking" plants ensure the reliability of the electricity system during periods of peak demand. They complement Ontario's nuclear and hydro facilities, which provide baseload power, and allow the province to develop new, clean energy.

In September 2010, TransCanada's Halton Hills generating station, with 641.5 megawatts capacity reached commercial operation. Other new gas-fired generation facilities such as Goreway Station, the Portlands Energy Centre, St. Clair Energy Centre and York Energy Centre will help meet the need for new, clean, reliable power in areas of rapid growth.

Nuclear

Ontario also moved forward in 2010-11 with its plans to replace several older nuclear units, and refurbish others.

In February of 2010, OPG announced it would proceed with a detailed planning phase for refurbishing generating units at Darlington, and with investments to ensure the continued safe and reliable operation of units at Pickering for the next ten years.

Plans continue to move forward to build up to 2000 MW of new nuclear plant at Darlington. While the procurement process has been affected by uncertainties around the future of Atomic Energy of Canada Limited, other critical elements continued to move forward. These include an environmental assessment conducted by a joint review panel established jointly by the Federal Minister of the Environment and the Canadian Nuclear Safety Commission (CNSC), which commenced at the end of the 2010-11 fiscal year.

Combined with a planned refurbishment of the generating facilities at Bruce, these measures will help ensure emission-free nuclear power will continue to be a crucial component of Ontario's electricity supply mix.

Transmission: Enabling a Changing Supply Mix

A modern and reliable transmission system is crucial for supporting Ontario's evolving generation mix, including the decommissioning of coal-fired generation in 2014 and further expansion of the clean energy portfolio.

The transmission component of the Long-Term Energy Plan (LTEP) incorporates and builds on a number of recent planning initiatives, ongoing projects and new procurement mechanisms that have been introduced in recent years. The Plan lays out an investment of approximately $2 billion in five priority transmission projects to be completed in the next 7 years. These projects will enable renewables, ensure reliability and serve new demand.

Northern Industrial Electricity Rate Program

In March 2010, the three-year Northern Industrial Electricity Rate Program was launched. This program will make $150 million available annually to qualifying large industrial facilities to reduce their electricity prices by an average of about 25 percent. The program will help large industries in Northern Ontario improve their energy efficiency and sustainability. The program will also help northern industries build and maintain a globally competitive advantage and, in turn, help protect and create jobs.

Building a Culture of Conservation

Encouraging conservation was a key component in the *Green Energy and Green Economy Act, 2009* and is a cornerstone of Ontario's Long-Term Energy Plan.

In November 2010, the Ontario Energy Board assigned local utilities mandatory conservation targets for the period 2011 through 2014. The Ontario Power Authority (OPA), working with utilities developed a suite of new conservation initiatives, which were rolled out in 2011.

Also in 2011, the retrofit component of the Ontario Home Energy Savings Program (HESP), ended as planned. Ontario continued its support of home energy retrofits for a full year beyond the federal government's decision to end its retrofit incentives. Ontario will continue to assist consumers with the cost of energy audits, also part of the HESP initiative. Since April 2007, Ontario has provided $64.3 million to help over 428,000 Ontario homeowners (11.1% of eligible homeowners) complete home energy audits. The Province has also provided $507.9 million to help over 382,000 Ontarians (9.9% of eligible homeowners) complete energy efficiency retrofits in their homes. This four-year program greatly exceeded its targets, achieving important savings for Ontario. Homeowners reduced their energy consumption, on average, by over 20%. More than $4.5 billion in lifetime energy saving are expected based on the retrofits. Participants also contributed to Ontario's climate change targets, achieving greenhouse gas (GHG) reductions of nearly 600,000 tonnes per year, which is equivalent to taking over 124,000 cars off the road.

The four-year Ontario Solar Thermal Heating Initiative (OSTHI) also concluded successfully in March 2011. The $14.4 million program was designed to encourage Ontario's industrial, commercial and institutional customers to install qualifying solar thermal heating equipment. As of April 2011, $11.7 million has been committed to help them install 594 solar water and air projects.

Shifting energy use from periods of high demand to periods of lower demand can reduce both energy costs and strain on the electricity system. To help reduce the peaks in Ontario's energy demand, the ministry has continued to make steady progress implementing the province's smart meters and time-of-use-pricing.

Over 4.6 million smart meters have now been installed across Ontario. These meters will provide more precise hourly readings of energy consumption. Smart meters have also enabled time-of-use (TOU) pricing, so the price we pay for electricity now better reflects the cost of producing it at peak and off-peak times. Ontario's electric utilities have prudently been moving customers over to TOU pricing. As of April 2011, there were over 2 million customers on TOU pricing.

Building on the successful rollout of the smart meter infrastructure, and the objectives laid out in the GEA, the ministry developed a policy framework for smart grid implementation in Ontario. This framework outlined a set of principles and objectives for Ontario's smart grid and was sent as a Ministerial Directive to the Ontario Energy Board (OEB). The OEB, in consultation with a working group consisting of various sector participants, is currently using the Directive to develop a framework for LDCs to use for the smart grid implementations.

In 2010-11, Ontario also created the Southwest GTA Air Quality Task Force to help develop a plan to improve air quality in the Southwest Greater Toronto Area. Up to $30 million over five years has been committed by the OPA to help the Southwest Greater Toronto Area reduce industrial electricity and gas consumption

In November 2010, the Long-Term Energy Plan reinforced Ontario's commitment to pursue aggressive conservation efforts, setting a new target of 7,100 megawatts and 28 terawatt hours by 2030. This would mean the equivalent of taking 2.4 million homes off the grid and a reduction in Ontario's greenhouse gas emissions by up to 11 megatonnes annually by 2030. These targets are among the most ambitious in North America.

Protecting Energy Consumers

Ontario has introduced a number of initiatives to help protect energy consumers and ease the transition to a cleaner, more reliable energy system.

The *Energy Consumer Protection Act, 2010*, which took effect in January 2011, helps ensure that energy consumers are aware of their rights and are treated fairly. This Act will help protect Ontarians by ensuring they receive accurate information from energy retailers before signing a contract.

The Ontario Clean Energy Benefit, which also took effect in January 2011, helps consumers manage energy costs by taking 10 percent off electricity bills for the next five years.

Beginning in the 2010 tax year, the enhanced Energy and Property Tax Credits will provide low-to-middle-income Ontarians with additional relief for the sales tax on energy – up to $900 for families and up to $1,205 for seniors for the 2011 tax year. Similarly, the permanent Northern Ontario Energy Credit will continue to help eligible low-to-middle-income northern residents manage energy costs.

Clean Energy Economy

The GEGEA has stimulated a new, clean energy economy by creating a new generation of clean jobs while protecting our environment. Launched in 2009, the highly successful Feed-in Tariff (FIT) program has sparked the development of renewable energy projects in Ontario by offering guaranteed incentives to developers of wind, water, solar, biomass and biogas power.

Since the launch of the GEGEA, more than 30 companies have announced plans to set up or expand solar and wind manufacturing facilities in Ontario, supporting thousands of jobs and revitalizing our manufacturing sector. New renewable energy supply that is online or under construction totals more than 2,800 megawatts of large and small-scale projects across Ontario.

This represents more than $11 billion in investment and more than 13,000 direct and indirect jobs. Since 2003, Ontario has signed more than 19,000 renewable energy supply contracts from wind, water, solar and bio-energy sources, totalling more than 5,000 megawatts.

Clean Energy Accomplishments:

- In April 2010, 184 FIT contracts were awarded by the OPA, representing more than 2,400 megawatts and $9 billion of investment.
    - When combined with the medium-sized FIT projects that were offered contracts in March 2010, these large and medium FIT contract offers represent 20,000 direct and indirect jobs.

- In December 2010, Siemens Canada announced the construction of Ontario's first-ever wind blade manufacturing plant in Tillsonburg, bringing as many as 300 permanent clean energy jobs, and up to 600 additional construction and indirect service jobs to the region. In the same month, CS Wind chose to locate its wind tower manufacturing plant in Windsor, which will bring 300 new full-time jobs and up to 400 construction and indirect service jobs. Both plants are part of a $7 billion investment in Ontario by Samsung and its partners, the largest single investment in renewable energy in provincial history.

- In February 2011, the OPA approved 40 new large-scale renewable energy projects, representing more than 872 megawatts of clean, renewable power. These projects

- In February 2011, the OPA introduced a new stream in the FIT Program for commercial aggregators, called the CFIT (commercial feed-in-tariff) Program, to accommodate the unique nature of commercial micro-generation projects.

Other companies that have announced plans to set up or expand solar and wind turbine manufacturing facilities in Ontario:

- On November 12, 2010 Scarborough-based Samco Machinery Ltd., in partnership with US-based SunEdison, announced the expansion of its auto parts business to manufacture solar energy components. Manufacturing of the racking equipment is now underway and this expansion is expected to create up to 60 jobs.

- ATS Automation Tooling Systems Inc. in Cambridge began manufacturing solar modules for residential, commercial and industrial customers. ATS has created 150 jobs through the manufacturing of modules and the provision of turnkey solar installation services.

- On November 9, 2010, JNE Consulting and Daqo Group Co. Ltd. announced the formation of a joint venture that will create up to 300 jobs at a solar panel assembly plant in Hamilton.

- Melitron Corporation will manufacture inverters in Guelph in partnership with Sustainable Energy Technologies of Calgary, which will result in 80 direct jobs and 300 indirect jobs.

- On August 11, 2010, Canadian Solar announced that Guelph would be the location of its first module facility in North America. The facility is currently in operation and is expected to create up to 500 jobs.

- Satcon Power Systems Canada Ltd. in Burlington has increased its workforce by 40 employees to help meet the demand for solar inverters in Ontario and abroad. Satcon now employs a total of 158 people.

- Celestica Inc. and Recurrent Energy, a subsidiary of Sharp Corporation, have partnered to manufacture solar modules at the Celestica facility in Toronto. This joint venture is expected to create up to 300 high-quality manufacturing jobs and up to 2,000 additional construction jobs while delivering over 200 megawatts of new solar generation.

- With the support of the province (Communities in Transition program from MEDT), Ontario Solar Manufacturing Corp. has established a solar module plant in Welland, which will create up to 60 new jobs by the end of 2011. The renovation of the facility also created 70 construction jobs.

Ministry Interim Actual Expenditures 2010-11*

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	632.22
Capital	
Staff Strength (as of March 31, 2011)	205**

* Interim actuals reflect the numbers presented in the 2011 Ontario Budget

**The 2010-11 combined staff strength for the former Ministry of Energy and Infrastructure is 347.

MINISTRY/GOVERNMENT CONTACT INFORMATION AND WEB LINKS

MORE INFORMATION

More information on the programs and policies in this document can be found online at:

For more information on the Ministry of Energy:

http://www.energy.gov.on.ca

For more information on the Ontario Power Authority (OPA):

http://www.powerauthority.on.ca/

For more information on the Ontario Energy Board (OEB):

http://www.ontarioenergyboard.ca/

For more information on the Independent Electricity System Operator (IESO):

http://www.ieso.ca/

For more information on the Ontario Power Generation (OPG):

http://www.opg.com/

For more information on Hydro One:

http://www.hydroone.com/

GLOSSARY OF TERMS

AECL	Atomic Energy of Canada Ltd.
CHP	Combined Heat and Power
CNSC	Canadian Nuclear Safety Commission
CO_2	Carbon Dioxide
EA	Environmental Assessment
FIT	Feed-in-Tariff
GEGEA	*Green Energy and Green Economy Act, 2009*
GTA	Greater Toronto Area
HESP	Home Energy Savings Program
IESO	Independent Electricity System Operator
IPSP	Integrated Power System Plan
kV	kilovolts
LDC	Local Distribution Company
LTEP	Long-Term Energy Plan
MEDT	Ministry of Economic Development and Trade
MGS	Ministry of Government Services
MOE	Ministry of Environment
MOF	Ministry of Finance
MOI	Ministry of Infrastructure
Mt	megatonnes
MW	megawatts
OEB	Ontario Energy Board
OPA	Ontario Power Authority
OPG	Ontario Power Generation
OPS	Ontario Public Service
OSTHI	Ontario Solar Thermal Heating Initiative
RFP	Request for Proposal
TOU	Time-of-Use
TWh	Terawatt hour

Environment

Ontario

Published Results-based Plan 2011-12

Ministry of the Environment

ISSN #1718-6536

Ce document est disponible en français

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MINISTRY OVERVIEW

VISION

An Ontario with clean and safe air, land and water that contributes to healthy communities and a strong economy.

MISSION

Work with Ontarians to achieve environmental sustainability and support public health.

Ontario

MINISTRY OVERVIEW STATEMENT

Environmental protection is key to a sustainable society. Our environmental health is necessary for economic, ecological and human health, and to develop a sustainable economy.

The Ministry of the Environment (MOE) provides comprehensive environmental protection built on a strong foundation of clear laws, stringent regulations and standards, and science-based permits and approvals. Through this protection, the ministry is supporting the government's key priorities of "Environment", "Health" and, "Economy" by achieving results in combating climate change, reducing toxics, and protecting water and natural areas while also supporting innovation and helping to grow a sustainable economy.

The ministry monitors and analyzes environmental trends to determine the effectiveness of its activities and assess risks to human health and the environment. This information enables the ministry to develop and implement effective legislation, regulations, standards, policies, guidelines and programs that protect public health and the environment.

MOE works with all Ontarians to protect and restore the environment to enhance environmental quality, support public health and lay a green foundation for sustainability by:

- Developing protective policies, legislation, regulations and standards.
- Using science and research to support policy development, environmental solutions and reporting.
- Ensuring that planning, which aims to identify and evaluate environmental benefits and risks, takes place at the earliest stages in the decision making process.
- Undertaking compliance and enforcement action to ensure consistency with environmental laws.
- Working collaboratively with other governments, Aboriginal groups and organizations, industry, stakeholders and the public.
- Monitoring and reporting to track environmental progress over time and inform the public.
- Modernizing environmental approval processes.

The Ministry of the Environment continues to protect and improve the quality of the environment, to support environmental sustainability, human health and safety, and Ontario's economic prosperity.

MINISTRY ACTIVITIES

The following key strategies support the ministry's priority of safeguarding our environment by working to ensure cleaner air, water, land, and healthier ecosystems for the people of Ontario.

Combating Climate Change and Protecting Ontario's Air

The ministry continues to invest in the delivery of Ontario's Climate Change Action Plan and in protecting the air we breathe. Initiatives include:

- Working on climate change strategies, policies and research to meet Ontario's aggressive and achievable targets to reduce greenhouse gas emissions by:
    - Continuing to work with our Canadian and U.S. partners on a common regional approach to reduce greenhouse gases and support transition to a low-carbon economy.
    - Providing a single renewable energy approval to encourage more renewable energy projects like wind and solar.
    - Continuing to establish long-term monitoring stations in the Hudson Bay Lowlands to monitor the effects of climate change in this region.
- The Ministry of the Environment received excellent advice from the Expert Panel on Climate Change Adaptation. In response to this advice, MOE has been working with partner ministries to develop Climate Ready: Ontario's Adaptation Strategy and Action Plan. This Strategy and Action Plan creates a vision and framework that will help Ontario adapt and minimize impacts of climate change. This includes coordinating and participating in the Ontario Regional Adaptation Collaborative to advance community level adaptation planning and actions to reduce vulnerability to climate change impacts.
- Improving the overall air quality in Ontario by:
    - Addressing smog and air toxics through reduced emissions in Ontario.
    - Working with the Canadian government to seek reductions in U.S. emissions that result in smog (nitrogen oxides (NO_x), sulphur dioxide (SO_2), volatile organic compounds (VOCs)) and transboundary impacts.
    - Reducing vehicle emissions of smog-causing pollutants through the Drive Clean program.

Reducing Toxics in the Environment

The ministry is taking action on toxic substances to protect the health of Ontarians and the environment while supporting the development of Ontario's green economy by:

- Implementing the *Toxics Reduction Act* to reduce pollution and protect Ontarians from exposure to toxic substances in air, water, land and consumer products.
- Continuing to reduce human exposure to toxics through the ban on the sale and use of cosmetic pesticides and fostering the development and sale of green alternatives.

Protecting Ontario's Water

The ministry continues to work to protect both our drinking water and our fresh water resources from pollution. MOE is supporting the government's water strategy to make Ontario the North American leader in water protection and innovation, and to sustain Ontario's water resources for future generations. Key initiatives include:

- Implementing the new *Water Opportunities Act* to drive innovation in water technologies and approaches, create economic opportunities, sustain water infrastructure and protect Ontario's water.
- Continuing to implement source protection planning to help reduce drinking water risks by addressing threats to drinking water quantity and quality.
- Continuing to implement the Lead Action Plan to ensure the protection of public health.
- Protecting Great Lakes sustainability by implementing the Canada-Ontario Agreement Respecting the Great Lakes Basin Ecosystem.
- Implementing the Lake Simcoe Protection Plan to help restore and protect the health of Lake Simcoe.
- Informing the public about the state of Ontario's water through the release of the Chief Drinking Water Inspector's Annual Report, the Minister's Annual Drinking Water Report, and the report on Water Quality in Ontario.

Waste Diversion and Land Quality

The ministry's waste diversion initiatives build on efforts to put Ontario at the forefront of a green economy in North America. MOE is continuing to take action to promote and increase waste diversion while ensuring that residual wastes are appropriately managed by:

- Helping Ontarians divert more waste from our landfills and waterways through legislation, policies, programs, and standards to promote reduction, reuse, and recycling of non-hazardous wastes.
- Continuing to look at improvements to Ontario's waste diversion framework based on feedback received from the *Waste Diversion Act* review and Municipal Hazardous or Special Waste (MHSW) Program review.
- Providing ongoing direction and guidance to Waste Diversion Ontario in their oversight of waste diversion programs.
- Maximizing waste diversion at industrial, commercial and institutional facilities
- Ensuring compliance with legislation and promoting appropriate management of hazardous wastes and non-hazardous wastes.
- Implementing Brownfields legislative and regulatory requirements to ensure the proper cleanup and redevelopment of brownfield sites while protecting the environment.

Open For Business: Modernization of Approvals

Modernizing the environmental approvals process is a key part of the government's Open for Business initiative. This initiative aims to create faster, smarter government-to-business services while protecting the public interest. The ministry is transforming the environmental approvals process by creating a more efficient, user-friendly approach that remains fully protective of the environment. The new model would also support the economic competitiveness in Ontario and improve client services.

Effective Monitoring, Compliance and Enforcement

The ministry's research, monitoring, inspection, investigations and enforcement activities are integral to achieving Ontario's environmental goals. The ministry will continue to support these activities by:

- Enhancing inspection and enforcement capacity to protect Ontario's air, land and water.
- Maintaining MOE's laboratory and monitoring facility and equipment which is critical for water, air and soil sample analysis, monitoring, reporting and developing environmental standards.
- Working with industry, stakeholders, and the public to achieve compliance with environmental standards.

Ministry Administration

Ministry Administration provides strategic support for fiscal controllership, human resources and strategic management oversight, including financial management, audits, technology operations, addressing requests under the *Freedom of Information Act*, legal services, communications, and French Language Services. It also includes the Environmental Bill of Rights Registry which enhances citizen participation in government decisions and provides substantive information to the public on environmental initiatives.

Greening Internal Operations

The ministry will continue to take a leadership role to conserve energy and wisely use our air, water and land resources in order to generate sustainable environmental, health, and economic benefits for present and future generations.

MOE continues to reduce its environmental footprint by greening its internal operations and supporting environmentally sustainable practices for its partners, stakeholders, and suppliers. A range of activities are being undertaken to reduce the ministry's air emissions, energy use, water consumption, and waste generation. These include: monitoring and reducing the ministry's carbon footprint, promoting energy and water conservation in ministry outreach and educational activities, and supporting government-wide greening and sustainability initiatives.

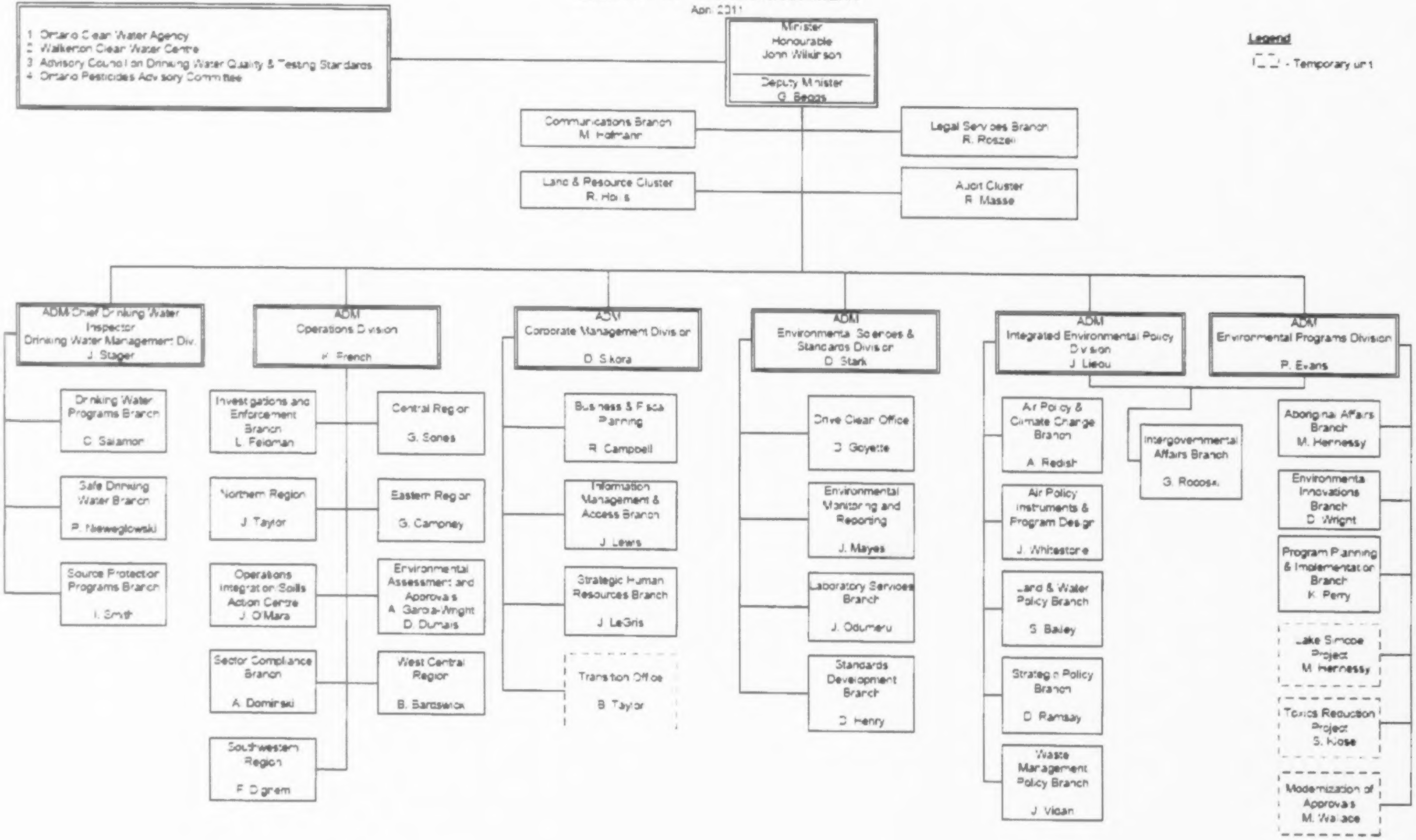
MINISTRY KEY RESULTS

By delivering on these government priorities, the ministry strives to achieve these key results:

- Delivering on Ontario's Climate Change Action Plan.
- Supporting Open Ontario initiatives, including implementing the *Water Opportunities Act*.
- Safeguarding drinking water from source to tap.
- Protecting our water resources, including Lake Simcoe and the Great Lakes Basin Ecosystem.
- Reducing toxic substances and cancer-causing agents in the environment.
- Maximizing waste diversion.
- Cleaning up environmentally contaminated sites.
- Enhancing inspection and enforcement capacity.
- Investing in environmental science.
- Modernizing approvals and reducing regulatory burden.
- Streamlining renewable energy approvals.
- Supporting Ontario's transformation to a green economy.

MINISTRY OF THE ENVIRONMENT

Apr. 2011


1 Ontario Clean Water Agency
2 Walkerton Clean Water Centre
3 Advisory Council on Drinking Water Quality & Testing Standards
4 Ontario Pesticides Advisory Committee
Minister
Honourable
John Wilkinson
Deputy Minister
G. Beggs
Legend
- Temporary unit
Communications Branch
M. Hofmann
Land & Resource Cluster
R. Hollis
Legal Services Branch
R. Roszell
Audit Cluster
R. Masse
ADM/Chief Drinking Water Inspector
Drinking Water Management Div.
J. Stager
Drinking Water Programs Branch
C. Salamon
Safe Drinking Water Branch
P. Nieweglowski
Source Protection Programs Branch
I. Smith
ADM
Operations Division
K. French
Investigations and Enforcement Branch
L. Feldman
Northern Region
J. Taylor
Operations Integration/Soils Action Centre
J. O'Mara
Sector Compliance Branch
A. Dominski
Southwestern Region
F. Dignem
Central Region
G. Sones
Eastern Region
G. Camoney
Environmental Assessment and Approvals
A. Garcia-Wright
D. Dumais
West Central Region
B. Bardswick
ADM
Corporate Management Division
D. Sikora
Business & Fiscal Planning
R. Campbell
Information Management & Access Branch
J. Lewis
Strategic Human Resources Branch
J. LeGris
Transition Office
B. Taylor
ADM
Environmental Sciences & Standards Division
D. Stark
Drive Clean Office
D. Goyette
Environmental Monitoring and Reporting
J. Mayes
Laboratory Services Branch
J. Odumeru
Standards Development Branch
D. Henry
ADM
Integrated Environmental Policy Division
J. Lieou
Air Policy & Climate Change Branch
A. Redish
Air Policy Instruments & Program Design
J. Whitestone
Land & Water Policy Branch
S. Bailey
Strategic Policy Branch
D. Ramsay
Waste Management Policy Branch
J. Vidan
Intergovernmental Affairs Branch
G. Roccosk
ADM
Environmental Programs Division
P. Evans
Aboriginal Affairs Branch
M. Hennessy
Environmental Innovations Branch
D. Wright
Program Planning & Implementation Branch
K. Perry
Lake Simcoe Project
M. Hennessy
Toxics Reduction Project
S. Klose
Modernization of Approvals
M. Wallace

LEGISLATION ADMINISTERED BY THE MINISTRY OF THE ENVIRONMENT

Adams Mine Lake Act, 2004

Capital Investment Plan Act, 1993 (Part IV re: Ontario Clean Water Agency only)

Clean Water Act, 2006

Consolidated Hearings Act

Environmental Assessment Act

Environmental Bill of Rights, 1993

Environmental Protection Act

Lake Simcoe Protection Act, 2008

Ministry of the Environment Act

Municipal Water and Sewage Transfer Act, 1997

Nutrient Management Act, 2002 (together with the Ministry of Agriculture, Food and Rural Affairs)

Ontario Water Resources Act

Pesticides Act

Safe Drinking Water Act, 2002

Sustainable Water and Sewage Systems Act, 2002

Toxics Reduction Act, 2009

Waste Diversion Act, 2002

Water Opportunities Act, 2010 (except for Part II)[1]

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[1] The MOE administers this Act except for Part II, however, an Order In Council making this official has yet to go forward.

Ontario

AGENCIES, BOARDS & COMMITTEES (ABCs)

	ESTIMATES 2011-12 $	INTERIM ACTUALS 2010-11 $	ACTUALS 2009-10 $
Advisory Council on Drinking Water Quality and Testing Standards	200,000	194,702	202,398
Lake Simcoe Science & Coordinating Committees	35,000	20,393	20,061
Ontario Pesticides Advisory Committee	125,000	98,667	149,043
Total Agencies, Boards & Committees (ABCs)	**360,000**	**313,763**	**371,502**

NOTE: The ministry contributed operating funding to the Walkerton Clean Water Centre in 2010-11. Detailed financial information for Ontario Clean Water Agency and Walkerton Clean Water Centre is provided in their Business Plans.

MINISTRY PLANNED EXPENDITURE 2011/12

	ESTIMATES 2011-12 $
Operating	**355,627,914**
Capital	**26,943,400**
Total Ministry	**382,571,314**

MINISTRY PLANNED EXPENDITURE 2011/12

VOTE/PROGRAMS		ESTIMATES 2011-12 $
MINISTRY ADMINISTRATION		
Strategic Management Support		53,724,400
Ministry Administration Capital		1,000
	Ministry Administration Total	**53,725,400**
AIR		
Smog and Air Toxics Reduction		46,334,300
Drive Clean		18,991,100
Climate Change		20,301,000
Air Capital		300,000
	Air Total	**85,926,400**
WATER		
Clean Water		104,319,900
Source Protection		52,298,700
Nutrient Management		8,255,400
Water Capital		7,569,300
	Water Total	**172,443,300**
WASTE		
Non-Hazardous Waste Management		16,888,600
Hazardous Waste Management		24,577,200
Land Restoration		9,871,300
Waste Capital		18,676,000
	Waste Total	**70,013,100**
STATUTORY APPROPRIATIONS		**463,114**
Total Ministry		**382,571,314**

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

During 2010/11, the Ministry of the Environment undertook many initiatives and activities to protect and enhance the quality of air, land, and water in Ontario. These efforts contribute to healthy communities, ecological protection and sustainable development today and for the benefit of future generations.

COMBATING CLIMATE CHANGE AND PROTECTING ONTARIO'S AIR

A number of ministry activities in 2010/11 were aimed at reducing the sources and effects of global climate change and helping to protect Ontarians from the harmful effects of air pollutants.

The effectiveness of ministry initiatives was highlighted with the February 2011 release of the 2009 Air Quality Report, which shows that emissions of common air pollutants are decreasing. The report points to several Ontario initiatives that are contributing to improvements in the quality of our air, including:

- Moving away from dirty, coal-fired power generation and using cleaner energy sources;
- Introducing 59 new or updated air standards since 2005 – the biggest change in air standards in 30 years;
- Reducing smog-causing emissions from cars and trucks through Drive Clean testing; and,
- Setting tough limits for nitrogen oxide and sulphur dioxide – two major smog-causing pollutants.

Ontario understands that progress in combating climate change and protecting and enhancing air quality requires cooperation and collaboration by many jurisdictions and organizations. This is why the province continues to work with:

- Our Canadian and U.S. partners on a common regional approach to reduce greenhouse gases and support transition to a low-carbon economy; and,
- Other provinces through the Council of the Federation to address climate change.

The province launched the fourth round of Community Go Green funding, providing $1.4 million to support 33 local greenhouse gas reduction projects across Ontario. Every project is tailored to local needs to help residents switch to a lower carbon lifestyle and fight climate change.

On January 7, 2011, Ontario, along with provincial and federal partners, announced funding of the Ontario Regional Adaptation Collaborative, a series of projects to help communities adapt to climate change. Projects include helping communities measure their vulnerability to extreme weather events and integrate climate change considerations into all areas of managing water resources.

The ministry has established the second carbon flux monitoring station in the Hudson Bay Lowlands. The new station is on the Attawapiskat River and was opened in July 2010; the first station was built in 2009 at Kinoje Lake. These monitoring stations measure the exchange of carbon, water, and energy over peatland ecosystems to help address knowledge gaps; improve our understanding of carbon cycling in Ontario's Far North, the role of the Hudson Bay Lowlands in our climate system, and how climate change may be affecting this globally significant carbon store.

The ministry is now accepting and reviewing applications under the streamlined Renewable Energy Approvals process for clean energy projects. The Renewable Energy Approval ensures human health and the environment is protected while Ontario increases renewable energy to create green jobs and improve air quality.

REDUCING TOXICS IN THE ENVIRONMENT

The ministry continues to take an innovative approach to protecting Ontarians from toxic substances.

The *Toxics Reduction Act*, the core of Ontario's toxics reduction strategy, requires companies to track, quantify and report the amount of toxics they use, create and release. The act requires companies to develop plans to reduce their use of toxics, including carcinogens.

To this end, Ontario invested $13.6 million in Green Centre Canada, a green technology consortium which connects green chemistry discoveries in Ontario universities to companies in order to develop alternatives to toxic chemicals and get them to the marketplace faster.

In March 2010, the ministry provided funding to the Canadian Manufacturers and Exporters and Ontario Centre for Environmental Technology Advancement to develop and deliver a 'Cleaner and Greener Manufacturing' training and assistance program for industry.

On August 16, 2010, the Ontario Green Chemistry and Engineering Awards sponsored by the Ministry of the Environment were held. Woodbridge Foam Corporation and the University of Western Ontario's Leo W. M. Lau are the first recipients of the awards.

The ministry and five conservation authorities completed a monitoring study to assess pesticide concentrations in 10 urban streams before and after the implementation of the cosmetic pesticides ban. Tests show about an 80 per cent decrease in concentrations of three pesticides commonly used in lawn care products.

PROTECTING ONTARIO'S WATER

In 2010-2011, the ministry continued to take strong action to protect Ontario's drinking water from source to tap.

The *Water Opportunities and Water Conservation Act* was passed by the Legislature in November 2010. The act builds on Ontario's expertise in water protection services and technology by positioning Ontario to be a North American leader in the growing water technology sector, encouraging Ontarians to use water more efficiently and strengthening sustainable municipal water infrastructure planning by helping municipalities identify and plan for long term infrastructure needs.

The new act sets the framework for developing water technologies and services to make Ontario's expertise available to the world. It encourages Ontarians to use water more efficiently by creating and implementing innovative approaches to protect our most valuable resource. And the act strengthens sustainable municipal water planning by helping municipalities identify and plan for long-term infrastructure needs.

Wheatley Harbour on Lake Erie was removed from the list of Great Lakes Areas of Concern. The revitalized harbour is now home to an abundant and diverse community of fish and wildlife, and water quality has improved.

In July, the government launched a new strategy to reduce phosphorus levels in Lake Simcoe by almost 40 per cent. The strategy is a key part of the Lake Simcoe Protection Plan. This plan, the first of its kind in Ontario to address environmental protection of a watershed, provides a roadmap to help restore and protect the health of the lake and its watershed.

In March 2011, the Minister of the Environment released the sixth annual report of the province's Chief Drinking Water Inspector. The report shows that Ontario's drinking water continues to be of high quality and well protected. More than 645,000 drinking water quality test results were taken in 2009-10 at drinking water systems – 99.88 per cent of results from municipal residential drinking water systems met Ontario's rigorous health-based standards.

The ministry launched the municipal drinking water licensing program issuing 272 licences to 108 municipalities as of the end of December 2010. The program holds owners of municipal drinking water systems to a high standard for operating and managing their systems and incorporates the first quality-management system of its kind in North America.

The permanent facility for the Walkerton Clean Water Centre officially opened in Walkerton, increasing the Centre's capacity to offer courses and hands-on training for drinking water system operators and conduct research on drinking water.

The ministry continues to work with the source protection committees that are responsible for 38 planning areas across the province. The committees have identified risks to their drinking water sources through assessment reports they submitted to the government for approval. The assessment reports will guide the development of source protection plans. Once plans are in place, over 80 per cent of Ontario's population will have its water supplies safeguarded by the source protection process.

In January, $7 million was invested as part of the Ontario Drinking Water Stewardship Program. This program helps property owners, farmers and small businesses who are near municipal drinking water intakes and wells protect municipal drinking water sources.

EFFECTIVE MONITORING, COMPLIANCE AND ENFORCEMENT

The ministry's drinking water and specialized laboratory inspectors are dedicated to drinking water safety. Municipal residential drinking water systems are inspected on an annual basis, while licensed labs are inspected a minimum of twice a year.

Compliance is steadily improving – the number of municipal residential drinking water systems scoring 100 per cent on inspections has increased over the past five years. Eighty-four per cent of systems had a score over 95 per cent – up from 72 per cent five years ago.

The ministry continues to complete risk-based proactive and responsive inspections for the Non-Hazardous and Hazardous Waste Programs. These inspections address emerging issues in the regulated community where non-compliance is dealt with directly through abatement activities and enforcement.

The ministry operates and maintains 40 Air Quality Index (AQI) reporting stations in Ontario. The data from these stations is used to produce an annual Air Quality in Ontario Report, the latest of which was released on January 14, 2011 and included data from 2009. Key findings were that overall, air quality has improved significantly over the years, especially for nitrogen dioxide (NO_2), carbon monoxide (CO), sulphur dioxide (SO_2), and fine particular matter (PM2.5) – pollutants emitted by vehicles and industry. Emissions of nitrogen oxides (NO_x), CO and SO_2 continue to decrease due in part to Ontario's air quality initiatives, such as the phase-out of coal-fired generating stations, emissions trading regulations (O. Reg. 397/01 and O. Reg. 194/05), emissions controls at Ontario smelters, and Drive Clean emissions testing, which supports the federal vehicle emission standards and technologies, and lower sulphur content in transportation fuels.

The ministry monitors water quality in the Great Lakes, inland lakes, rivers, streams, and groundwater across the province. Every year, the ministry collects and analyzes tens of thousands of samples from water, sediment, and aquatic life such as fish and algae. This extensive monitoring helps us to understand the state of our water resources, the impacts of our activities, the causes of problems and to identify emerging problems. The results of our monitoring show the success of actions taken to date. For example, phosphorus loading rates into Lake Simcoe have decreased. This has contributed to increases in dissolved oxygen concentrations in the deep waters of the lake. In the first year of Ontario's cosmetic pesticides ban, levels of three common lawn care pesticides decreased about 80 per cent in urban streams. In addition, pesticide levels have decreased substantially in our treated drinking water from 1986 to 2006.

On March 16, 2011 the ministry released the *2011-2012 Guide to Eating Ontario Sport Fish* to the public. This 26th edition of the Guide continues to provide advice to the public on safe levels of consumption of sport fish at over 1950 locations across Ontario. Levels of contaminants such as mercury, PCBs and dioxins/furans have declined since the program began in the 1970s, easing consumption restrictions for many locations and species. Levels of PCBs, mercury, and dioxins and furans are generally stable or declining in our Great Lakes.

Compliance activities are also conducted by general inspectors across the province, with a focus on local facilities and issues across various media (e.g. air, hazardous and non-hazardous waste, municipal and industrial sewage, pesticides, permits-to-take water and agricultural programs). In addition, a central group of sector-based inspectors focus on specific sectors, which includes a dedicated focus to the Industrial, Commercial and Institutional Waste sector, as well as vehicle emissions and other priority sectors.

The ministry focuses its inspection efforts where the highest potential risk exists, based on an analysis of potential impacts to human and environmental health, as well as compliance history (e.g. response to previous violations, complaints, incidents or spills).

Ministry inspectors use a wide variety of compliance and enforcement tools, ranging from education and voluntary action plans to mandatory measures such as tickets, orders and penalties. As of December 2010, 53 Environmental Penalties (EPs) have been issued since 2007, totalling over $600,000. Money collected for EPs are used to fund local community environmental projects.

Non-compliance may warrant additional follow-up and further measures including charges and potential prosecution of offences under the ministry's legislation. These serve as a strong deterrence to environmental polluters. In the 2009/2010 fiscal year, the ministry laid 1,626 charges (946 charges with convictions) with court assessed fines over $4.0 M.

The ministry releases information annually about contaminants discharged into water and emitted to the air by posting the Environmental Compliance Report (ECR) on the ministry's public web site. The ministry posted the *2009 Environmental Compliance Report* on the website on December 23, 2010.

WASTE DIVERSION AND LAND QUALITY

Ontario continues to build on its excellent record in diverting waste and protecting the quality of land across the province. Provincial efforts to increase waste diversion are working – Ontarians are keeping more and more compost and recyclables out of our landfills every year.

About five million households in Ontario have access to recycling through the Blue Box program, and more than 870,000 tonnes of waste are being diverted from landfill annually.

Among the highlights for 2010/11, one billion wine and spirit bottles have been returned to The Beer Store for recycling and reuse through the Bag it Back program. Another key accomplishment saw the last of waste shipments to Michigan from Greater Toronto Area municipalities.

Ontarians can now safely recycle 44 electronic devices, such as MP3 players, cameras, telephones, VCR and DVD players and recorders, and radios at more than 500 sites.

PROMOTING SUSTAINABLE GROWTH

The ministry is developing a risk-based approach to environmental approvals that focuses on environmental protection and outcomes while providing enhanced services for business. The new approach ensures we are responsive to the needs of business, taking advantage of current technology and addressing the increasing complexity of approvals today. The new framework will become operational once relevant legislative amendments made as part of the *Open for Business Act, 2010* are proclaimed.

The framework includes a self-registration process for certain routine, less complex, standard process type activities and a coordinated multi-media approvals process for those activities that are truly unique, complex or pose a potentially higher risk to the environment.

The approach incorporates service delivery standards and online tools to support government-to-business interaction for approvals related processes. It also allows the ministry to deliver on public transparency. Information about regulated activities will be available online and searchable by location.

GREENING INTERNAL OPERATIONS

The ministry continues to “walk the talk” and reduce its environmental footprint by continuing to green its operations.

In recognition of its expertise and strong record of accomplishment, the ministry was invited to help advise the federal government on how to incorporate greening and sustainability into the G-8/G-20 summits. Among the results, a waste diversion rate of over 90 per cent was achieved at conference locations in Toronto and all waste from the Huntsville locations was converted into energy.

As part of the Ontario Public Service’s Green Print Strategy, the ministry committed to reduce the use of paper and related devices by 50 per cent.

The ministry is increasing use of web meeting technologies, such as WebEx and Live Meeting, to host meetings, thereby reducing travel and other practices that have an effect on the environment.

The ministry also partnered with the Ontario Realty Corporation to participate in a large-scale green building study led by the National Research Council’s Institute for Research and Construction. The study is investigating the relationship between the physical work environment, building energy consumption and organizational effectiveness in office buildings.

MINISTRY INTERIM ACTUAL EXPENDITURES 2010/11

	($M)
Operating	$385.2
Capital	$ 11.3
Staff Strength (as of March 31, 2011):	
*Ministry of the Environment	2,276.34
*Ontario Clean Water Agency	702.44

Finance

Ontario

Published Results-based Plan 2011-12

Ministry of Finance

ISSN # 1718-6579

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MINISTRY OVERVIEW

MISSION

The Ministry of Finance's mission is to promote a dynamic, innovative and growing economy, and to manage the fiscal, financial and related regulatory affairs of the Province of Ontario. The ministry ensures that the government's priorities are aligned with the Province's fiscal plan, supports a climate for economic growth and job creation in the province, promotes the effective and efficient delivery of government services to citizens, ensures prudent management of the province's debt, and ensures that public organizations remain accountable to taxpayers for the use of their funds.

MINISTRY ACTIVITIES

The Ministry of Finance performs a variety of roles, all focused on supporting a strong economic, fiscal and investment climate for Ontario, while ensuring accountability with respect to the use of public funds.

As a central agency within the government, the ministry:

- provides key fiscal, taxation and economic policy advice and support to the Minister of Finance, Cabinet Committees and the Premier;
- prepares the provincial Budget; Expenditure Estimates; a mid-year fiscal and economic update (Economic Outlook and Fiscal Review, also known as the Fall Economic Statement); the quarterly Ontario Economic Accounts and Public Accounts;
- reports on Ontario's economic and fiscal plan and results to the public; and
- promotes the principles of modern controllership within the Ontario Public Service and accountability for the use of public funds in all Ontario public sector institutions, including universities, hospitals and school boards.

In its line responsibilities, the ministry:

- manages the Province's financing arrangements and provincial debt;
- is responsible for applicable legislation and regulates, through its agencies, the financial services sector, including security companies, pension plans, mortgage brokers, agents and administrators and insurance companies;
- oversees selected operational enterprises that are accountable to the Minister of Finance; and
- provides advice on property assessment and property tax policy and on Ontario's fiscal relationship with municipalities, and manages the Ontario Municipal Partnership Fund, the government's main transfer payment to municipalities.

Ministry of Finance activities are designed to enable and provide the fiscal foundation for other activities in the Ontario Public Service.

Ministry of Finance Key Priorities

Government of Ontario Priorities

- Create Jobs; Boost Economic Growth
- Invest in Knowledge and Skills
- Invest in Infrastructure
- Help Families
- Manage Responsibly; Spend Prudently
- Eliminate Deficit; Reform Public Service Delivery
- Protect Public Health Care Sector

Ministry of Finance: 2011-12
Effective Economic, Fiscal and Financial Management for a Strong Ontario

Dynamic, innovative and growing economy

- Develop and implement sound economic and fiscal strategies, to create a climate for growth and job creation
- Monitor and report on the fiscal plan through the quarterly Ontario Economic Accounts; the Economic Outlook and Fiscal Review; and the Ontario Budget
- Provide advice on key fiscal, taxation and economic policies
- Develop effective policies, legislation and regulation governing the property assessment and taxation system
- Maintain a fair and competitive tax system
- Invest in innovative programs to reduce costs and increase productivity
- Align projects with government priorities and policies

Effective management of financial and regulatory affairs

- Provide responsible regulation of financial sectors and build flexibility to stimulate growth
- Ensure integrity of provincial financial systems, processes and information
- Reduce spending
- Ensure that OPS financial and risk management plans and processes meet the highest standards of integrity, accountability and transparency
- Ensure that public organizations remain accountable to taxpayers for the use of public funds
- Create, direct and oversee policies to manage the Province's investment, debt financing, credit rating, investor relations and banking activities
- Manage provincial debt prudently

OVERVIEW – AREAS OF RESPONSIBILITY

The Ministry of Finance is responsible for a wide range of strategic services and activities as described below:

Office of Taxation, Agencies and Pensions (OTAP) advises and assists the Minister and Deputy Minister of Finance and the government in formulating the Ontario Budget and other economic and fiscal documents such as the Economic Outlook and Fiscal Review.

OTAP is also responsible for the following:

- policy, design and quantitative analysis of commodity, corporate, payroll, personal and sales taxation and benefits;
- policy development and legislation regarding employment pension plans and income security issues, including the Canada Pension Plan (CPP);
- inter-governmental taxation and Retirement Income System (RIS) issues;
- research and analysis on Ontario's tax competitiveness and emerging economic and social trends in taxation, pension, income security and benefits policy;
- advising the Minister on the policy, design and quantitative analysis of government fees and levies;
- managing the government's Deposit Return Program for beverage alcohol containers; and
- leading and coordinating the development of government policy related to alcohol and gaming and managing the accountability and oversight relationship with the Liquor Control Board of Ontario, the Ontario Lottery and Gaming Corporation and the Ontario Racing Commission on behalf of the Ministry of Finance.

Office of Economic Policy (OEP) provides the Minister of Finance with forecasts and analysis of the provincial economy and revenues, analysis and advice on the economic consequences of policy proposals, and advice and information on economic issues and trends. As well, OEP assists with the development of sound economic strategies that foster economic growth and job creation. It provides analysis and advice on project proposals through economic development programs, analysis and advice on the regulatory framework for financial institutions and the financial services sector, and population projections and analysis of demographic issues.

The Office of Economic Policy provides advice on economic and financial market performance, regulation and policy, including the regulation of securities, deposit taking institutions and the insurance industry. OEP provides the Minister of Finance with advice and analysis in support of a sound economic environment that ensures continued prosperity through sustainable economic growth and job creation. This includes policies that address knowledge and skills, poverty reduction and help the economy become more innovative, greener, and less carbon dependent.

The office also represents Ontario in federal-provincial-territorial discussions regarding financial services policy, economic analysis and forecasting, fiscal planning and in negotiations with Statistics Canada.

Provincial-Local Finance Division (PLFD) provides advice on the development of policies, legislation and regulations governing the property assessment and taxation system in Ontario, including education property taxes and the business tax capping program. The division is also the government's lead on fiscal arrangements with the municipalities. It manages the $577 million[1] Ontario Municipal Partnership Fund (OMPF). Additional information on the OMPF can be found at http://www.fin.gov.on.ca/english/budget/ompf/.

The division will continue to implement the recommendations of the Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR) that affect the OMPF. As a result, municipalities will see over $1.5 billion in 2011 through the combined benefit of OMPF and provincial uploads: $577 million in OMPF grants; and $947 million in reduced costs from the uploads of the Ontario Drug Benefits, Ontario Disability Support Program and phased upload of Ontario Works benefits.

Budget and Treasury Board Office provides analysis and support to Treasury Board/Management Board of Cabinet (TB/MBC), particularly with regard to the Results-based Planning (RbP) and Estimates processes, development of the fiscal plan and in-year expenditure monitoring.

The Budget and Treasury Board Office is also responsible for developing, monitoring and reporting on the fiscal plan and results for the quarterly Ontario Economic Accounts, the Economic Outlook and Fiscal Review, and the Ontario Budget, as well as federal-provincial fiscal relations.

In 2011-12, the Budget and Treasury Board Office will continue to support the government's efforts, through the current fiscal environment, to provide a strong and competitive economic, fiscal and investment climate for Ontario by:

- working with central agency colleagues to integrate fiscal and policy decision-making; providing advice to Treasury Board/Management Board of Cabinet; and guidance to ministries to achieve fiscal priorities:
- facilitating the implementation of ministry expense plans in a way that is consistent with the overall priorities and direction established in the 2011 Budget;
- developing, monitoring and reporting on the fiscal plan and results of the Province, entailing coordination of the Quarterly Ontario Finances, Economic Outlook and Fiscal Review, Ontario Budget and Pre-Election Report on Ontario's Finances; and
- advising the Minister of Finance and the Government on Ontario's interests and policies related to federal-provincial arrangements.

Office of the Provincial Controller Division (OPCD) provides accounting and financial management policy advice and support to the government. The division ensures that financial control policies and practices are in place to safeguard Ontario's assets and to ensure the integrity of its financial systems, processes and information. The division also maintains Ontario's Public Accounts and prepares the Annual Financial Report,

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[1] The $577 million for the 2011 OMPF reflects the municipalities' fiscal year (January to December), which is different from the provincial budget planning cycle (April to March).

Consolidated Financial Statements, and Public Sector Salary Disclosure. In addition, OPCD supports the preparation of the Ontario Budget, quarterly Ontario Economic Accounts, the Pre-Election Report on Ontario's Finances, and the Economic Outlook and Fiscal Review.

Looking forward, the division has identified the following priorities:

- maintain the Province's Public Accounts;
- prepare the Annual Financial Report, Consolidated Financial Statements, and the Public Sector Salary Disclosure Report;
- support the delivery of the Ontario Budget, quarterly Ontario Economic Accounts, the Pre-Election Report on Ontario's Finances, and the Economic Outlook and Fiscal Review;
- ensure the effectiveness, efficiency and integrity of the government's financial systems, processes and information; and
- strengthen financial management capacity across the OPS to improve decision-making.

Broader Public Sector (BPS) Supply Chain Secretariat supports the adoption of leading supply chain and back office practices among the broader public sector. (For more information see http://www.fin.gov.on.ca/en/bpssupplychain/index.html).

The BPS Supply Chain Secretariat oversees implementation of the BPS Procurement Directive, which sets out procurement rules in the purchase of goods and services with public funds under the *Broader Public Sector Accountability Act*.

The Secretariat manages the OntarioBuys program, which provides funding and advice on a wide range of projects that help broader public sector organizations modernize their supply chains and other back office processes.

Ontario Internal Audit Division (OIAD) provides value-added control, risk and consulting services, as well as independent and objective assurance services to the ministries and agencies of the Government of Ontario. The division's overall objective is to ensure that the government's financial, operational and risk management plans and processes meet the highest standards of integrity, accountability and transparency.

Looking forward, the division will continue to play a prominent role in helping the OPS manage risk and control more effectively. In this time of fiscal constraint and accountability, OIAD will evolve its services to deal with the most important priorities in government, including the Corporate Financial Assurance Program and reviews of Agencies. Internally, OIAD will examine ways to streamline its operations. Increased automation and new audit tools will be explored to maximize audit time and increase coverage.

Main Office includes the offices of the Minister, Parliamentary Assistant and Deputy Minister. Staff provide professional and technical support for the legislative policy making and administrative responsibilities of the Minister and Deputy Minister.

Financial and Administrative Services provides strategic executive decision and controllership support services to the Ministry of Finance and the Ministry of Revenue. This includes corporate strategic planning, resource monitoring and risk management, program analysis, controllership, accounting, accommodations management, business continuity of operations planning, emergency management and security services, Budget document production, coordination of corporate and ministry-specific modernization programs and administration of the *Freedom of Information and Protection of Privacy Act*.

Strategic Human Resources Services provides strategic and advisory human resources services to the Ministry of Finance and Ministry of Revenue senior executives to ensure that both ministries have the right people, in the right place, at the right time to achieve their business objectives.

Communications and Corporate Affairs Branch provides strategic communications advice and planning to the Minister of Finance and Minister of Revenue, the Deputy Ministers, all Ministry of Finance and Revenue divisions, Premier's Office and Cabinet Office, and where appropriate, other ministries, to support the government's fiscal priorities and ministries' programs.

The branch's activities include the following:

- manage and coordinate the Ministries of Finance and Revenue contentious issues process;
- respond to media inquiries and monitor the media;
- develop advertising strategies and campaigns and plan events;
- manage and coordinate the Ministers' correspondence;
- write news releases, speeches and statements for the legislature;
- provide reference and research support to staff; and
- maintains the Ministry of Finance and Revenue Internet and intranet sites in collaboration with Revenue Communications.

Legal Services provides legal advice to the Ministry of Finance and Ministry of Revenue on the interpretation of statutes and regulations and the preparation, drafting and review of proposed legislation, regulations, and other legal documents. General legal services include litigation, prosecutions, collections, and drafting of agreements. In addition, the branch provides legal advice on government financial matters, provincial borrowing and investments, tax policy, administration and enforcement, *Freedom of Information and Protection of Privacy Act* matters, and advice with respect to the agencies under the responsibility of the Minister and pensions, securities and financial services sector regulation.

Audit Services The Finance and Revenue Audit Service Team (FRAST) of the Ontario Internal Audit Division (OIAD) provides value-added control, risk and consulting services, as well as independent and objective assurance services to the Ministry of Finance, the Ministry of Revenue and some of their agencies. The overall objective for FRAST is to ensure that the ministries' financial and risk management plans and processes meet the highest standards of integrity, accountability and transparency.

AGENCIES, BOARDS AND COMMISSIONS

Deposit Insurance Corporation of Ontario (DICO) protects depositors in credit unions and caisses populaires by providing deposit insurance within statutory limits. It promotes the safety and soundness of Ontario's credit unions and caisses populaires by establishing standards of sound business and financial practices and ensuring compliance with solvency related requirements. It also has the power to inspect and supervise the operations of credit unions and caisses populaires in difficulty. DICO administers the affairs of credit unions and caisses populaires that have insufficient capital and provides financial assistance to these institutions when necessary, conducting orderly liquidations and making direct payments to depositors. The Corporation's administrative costs and insurance funding are provided by an annual insurance premium paid by all credit unions and caisses populaires that conduct business in the Province of Ontario. DICO maintains a Deposit Insurance Reserve Fund to cover potential claims. A review of this fund is undertaken annually by DICO's board of directors to ensure that it remains within an appropriate range.

Looking forward, DICO will continue to be vigilant and proactive in identifying and managing unacceptable levels of risk. DICO is focused on enhancing depositor confidence with due regard to the sector's goal to be more competitive and responsive to its members' needs.

Financial Services Commission of Ontario (FSCO) regulates Ontario's financial services sector, including insurance companies, pension plans, credit unions, caisses populaires, mortgage brokers, brokerages, agents and administrators, loan and trust companies, and co-operatives. FSCO also makes recommendations to the Minister of Finance on matters affecting these sectors. In addition, FSCO is responsible for the administration of the Motor Vehicle Accident Claims Fund (MVACF), which compensates people injured in automobile accidents in Ontario where no other insurance is available to respond to the claim. FSCO is also responsible for the administration of the Pension Benefits Guarantee Fund (PBGF), which pays a minimum level of pension benefits if a plan is wound up with insufficient assets.

FSCO works with the Ministry of Finance, consumers and industry stakeholders to protect the public interest, enhance public confidence in capital markets, and support the creation of a business climate that promotes Ontario's domestic and international competitiveness.

Looking forward, FSCO has established the following strategic priorities:

- Risk based delivery of regulatory services
- Continuous service improvement
- Fostering a coordinated national approach to regulatory issues.

Financial Services Tribunal is an independent, adjudicative body that conducts hearings arising from regulatory and proposed regulatory decisions of the Superintendent of FSCO. The Tribunal has exclusive jurisdiction to exercise the powers conferred under the *Financial Services Commission of Ontario Act, 1997* and other acts that confer powers or assign duties to the Tribunal.

The Tribunal also has exclusive jurisdiction to determine all questions of fact or law that arise in any proceedings before it. As well, the Tribunal has the authority to make rules for the practice and procedure to be observed in a proceeding before it; and to order a party to a proceeding before it to pay the costs of another party or the Tribunal's costs of the proceeding.

Liquor Control Board of Ontario (LCBO) is a Government of Ontario Crown Corporation established in 1927 under the *Liquor Control Act* to control the importation, distribution, pricing, and sale of beverage alcohol in the province in an efficient and socially responsible manner. The LCBO's mandate is reflected in its mission statement, five-year strategic plan and annual business plan. The agency administers social reference pricing, with the lowest price at which alcohol can be sold being set by government regulation, and maintains other social responsibility measures to protect against the misuse of beverage alcohol. The corporation directly operates approximately 610 retail stores, and five warehouses, and has almost 220 retail agency stores across Ontario.

The LCBO is classified as an Operational Enterprise Agency, meaning that it sells goods or services to the public. Its assets, expenses and net income are consolidated in the Province's financial statements on the modified equity basis. This means that the agency's net income is reported on one line (Income from Investment in Government Business Enterprises) and its net assets are reported on another line (Investment in Government Business Enterprises). For additional financial information, see the LCBO annual report available on the agency's website at http://www.lcbo.com/annualreport.

Profits distributed to the Province by LCBO (e.g. dividends) are deposited into the Consolidated Revenue Fund and recorded by the Ministry of Finance as revenues.

Ontario Economic Forecast Council is an advisory agency established by the Minister of Finance to provide advice on the macroeconomic outlook as required by the *Fiscal Transparency and Accountability Act*. Council members review the economic assumptions underlying the Budget and the Ontario Economic Outlook to assess the reasonableness of the forecast as a basis for planning. During this process, the council meets with Ministry of Finance staff to discuss emerging economic trends.

Ontario Electricity Financial Corporation (OEFC) is the legal continuation of the former Ontario Hydro and is responsible for managing that organization's legacy debt and other liabilities. The OEFC receives risk management, cash management, banking and accounting services from the Ontario Financing Authority (OFA) to manage and retire the outstanding debt and derivative contracts of the former Ontario Hydro.

Ontario Financing Authority (OFA) is a Provincial Crown agency established by the *Capital Investment Plan Act, 1993*. The OFA conducts borrowing and investment for the Province, manages the Provincial debt, and provides other financial and centralized cash management services for the Province. In addition, the OFA advises government on financial matters and assists other public bodies such as school boards, colleges, hospitals and certain Crown Corporations in borrowing and investment.

The OFA also provides a broad range of financial services to Ontario Electricity Financial Corporation (OEFC) and Ontario Infrastructure Projects Corporation (Infrastructure Ontario).

Looking forward, the OFA has identified the following priorities:

- conduct borrowing in a cost-effective and prudent manner, manage the debt, investment, and financial risk for the Province;
- provide other financial and centralized cash management services for the Province; and
- advise ministries, Crown agencies and other public bodies on financial policies and projects.

Ontario Lottery and Gaming Corporation (OLG): Established in 2000 under the *Ontario Lottery and Gaming Corporation Act*, the OLG is responsible for the conduct, management and operation of the slots facilities at horse racing tracks and the lotteries and casinos across the province. OLG provides gaming entertainment in a socially responsible manner that provides economic benefits for the people of Ontario, related economic sectors and host communities.

The OLG is classified as an Operational Enterprise Agency, meaning that it sells goods or services to the public. OLG's assets, expenses and net income are consolidated in the province's financial statements on the modified equity basis. This means that the agency's net income is reported on one line (Income from Investment in Government Business Enterprises) and its net assets are reported on another line (Investment in Government Business Enterprises). For additional financial information, see the OLG Annual Report available at: www.olg.ca/about/public_disclosure/annual_report.jsp.

OLG's net profits are distributed to the Province into the Consolidated Revenue Fund and recorded by the Ministry of Finance as revenues.

Ontario Racing Commission (ORC): Established in 1950, the ORC is an arm's-length regulatory agency responsible for acting in the public interest to govern, direct, control and regulate thoroughbred, standardbred and quarter horse racing in Ontario. Under the *Racing Commission Act, 2000*, the ORC ensures that the Ontario horse racing industry operates with honesty, integrity and social responsibility. The ORC is responsible for industry licensing and has the authority to suspend, impose and collect fines should participants in the industry breach the provincial rules of racing.

In 2000, the ORC was converted into a self-financing regulatory agency with a governing board. Revenue is derived from licensing fees, fines and a percentage levy on wagering and purses paid. For additional financial information, see the ORC's Annual Report at: www.ontarioracingcommission.ca/default.aspx.

Ontario Securities Commission (OSC) is a self-funded arm's length crown corporation which provides securities regulation in the province. The OSC's mandate is to provide protection to investors from unfair, improper or fraudulent practices, and to foster fair and efficient capital markets and confidence in capital markets within the framework set out in the legislation which the OSC administers and enforces. The OSC is included in the Ministry of Finance's Expenditure Estimates on a consolidated basis.

Stadium Corporation of Ontario Limited (STADCO) was incorporated on August 1, 1984 under the *Business Corporations Act*. The Minister of Finance is the sole shareholder. STADCO has ongoing responsibilities for liabilities and obligations resulting from its past construction, operation, maintenance and ownership interest in the Rogers Centre, including the obligation to provide permanent bus parking for the Centre.

Open Ontario for Jobs and Growth
Economic Outlook and Fiscal Plan

The Ministry of Finance plan is based on Ontario real GDP increasing 2.4 per cent in 2011, 2.7 per cent in 2012 and 2013, and 2.6 per cent in 2014. The modest but solid pace of growth reflects a fundamentally sound domestic economy and continued increases in global demand for Ontario's exports.

Ontario Economic Outlook

(Per Cent)

	2008	2009	2010	2011p	2012p	2013p	2014p
Real GDP Growth	(0.9)	(3.6)	2.8e	2.4	2.7	2.7	2.6
Nominal GDP Growth	0.1	(1.1)	6.1e	4.6	5.1	4.8	4.6
Employment Growth	1.6	(2.5)	1.7	1.7	1.8	1.8	1.7
CPI Inflation	2.3	0.4	2.5	2.3	2.1	2.0	2.0

e = Ontario Ministry of Finance estimate. p = Ontario Ministry of Finance planning projection.
Sources: Statistics Canada and Ontario Ministry of Finance. Ontario Budget 2011, page 156

The deficit for 2010–11 is projected to be $3.0 billion lower than outlined in the *2010 Budget,* an improvement of about 32 per cent from the 2009–10 deficit of $24.7 billion forecast in the fall of 2009. Over the next two years the government is on track to improve on its deficit projections by $1.7 billion — for a total improvement of $4.7 billion over three years.

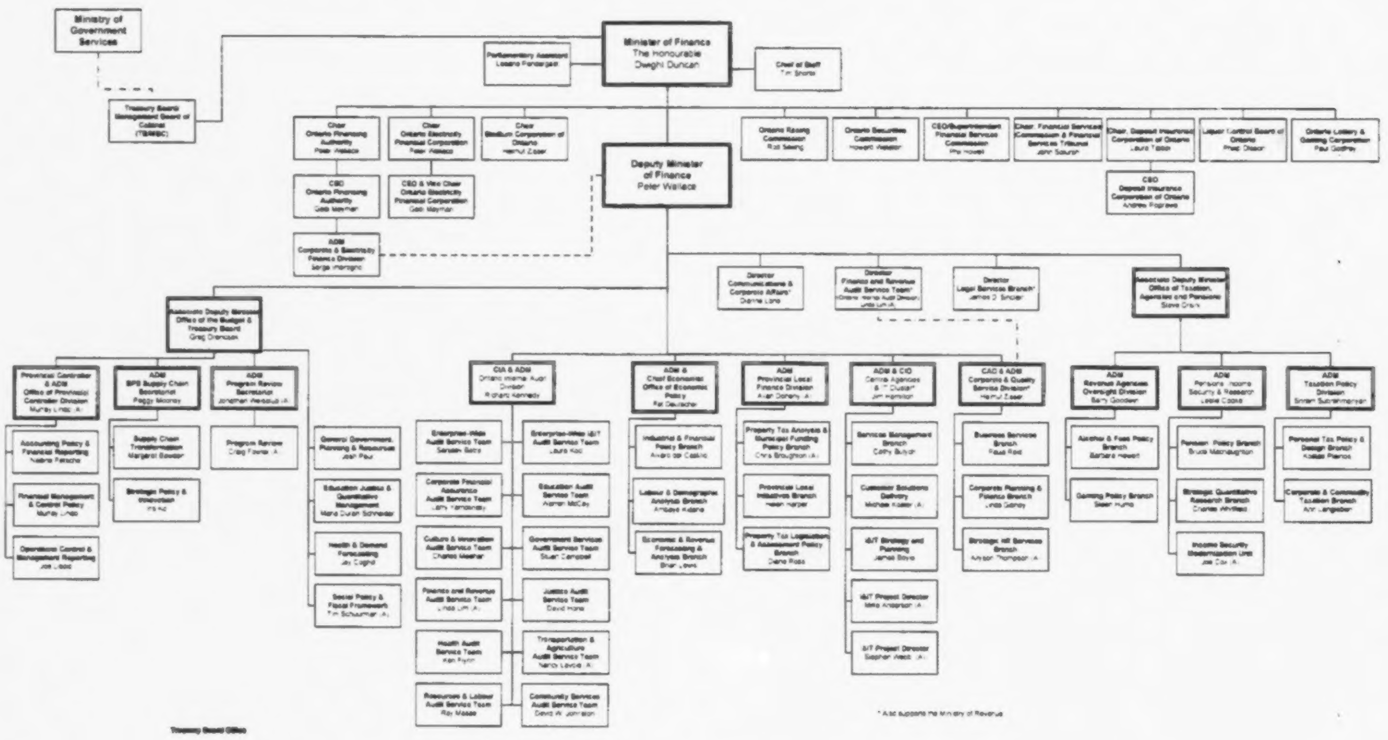
Medium-Term Fiscal Plan and Outlook

($ Billions)

	Interim	Plan	Outlook	
	2010–11	2011–12	2012–13	2013–14
Total Revenue	**106.2**	**108.5**	**111.8**	**117.0**
Expense				
Programs	113.3	113.8	114.6	116.7
Interest on Debt	9.5	10.3	11.4	12.6
Total Expense	**122.9**	**124.1**	**126.0**	**129.3**
Reserve	–	0.7	1.0	1.0
Surplus/(Deficit)	**(16.7)**	**(16.3)**	**(15.2)**	**(13.3)**

Note: Numbers may not add due to rounding. Ontario Budget 2011, page 206

Ministry of Finance
March, 2011 Organizational Structure


Ministry of Government Services
Treasury Board Management Board of Cabinet (TBMBC)
Minister of Finance The Honourable Dwight Duncan
Parliamentary Assistant Leeanna Pendergast
Chief of Staff Tim Shortt
Chair Ontario Financing Authority Peter Wallace
Chair Ontario Electricity Financial Corporation Peter Wallace
Chair Stadium Corporation of Ontario Helmut Zisser
CEO Ontario Financing Authority Gadi Mayman
CEO & Vice Chair Ontario Electricity Financial Corporation Gadi Mayman
ADM Corporate & Electricity Finance Division Serge Imbrogno
Ontario Racing Commission Rod Seiling
Ontario Securities Commission Howard Wetston
CEO/Superintendent Financial Services Commission Phil Howell
Chair, Financial Services Commission & Financial Services Tribunal John Solursh
Chair, Deposit Insurance Corporation of Ontario Laura Tabor
Liquor Control Board of Ontario Phil Olsson
Ontario Lottery & Gaming Corporation Paul Godfrey
CEO Deposit Insurance Corporation of Ontario Andrew Poprawa
Deputy Minister of Finance Peter Wallace
Director Communications & Corporate Affairs* Dianne Lone
Director Finance and Revenue Audit Service Team* (Ontario Internal Audit Division) Linda Lim (A)
Director Legal Services Branch* James D. Sinclair
Associate Deputy Minister Office of Taxation, Agencies and Pensions Steve Orsini
Associate Deputy Minister Office of the Budget & Treasury Board Greg Orencsak
Provincial Controller & ADM Office of Provincial Controller Division Murray Lindo (A)
Accounting Policy & Financial Reporting Nadine Fetsche
Financial Management & Control Policy Murray Lindo
Operations Control & Management Reporting Joe Lisac
ADM BPS Supply Chain Secretariat Peggy Mooney
Supply Chain Transformation Margaret Bowden
Strategic Policy & Innovation Iris Ho
ADM Program Review Secretariat Jonathan Weisstub (A)
Program Review Craig Fowler (A)
General Government, Planning & Resources Josh Paul
Education Justice & Quantitative Management Maria Duran Schneider
Health & Demand Forecasting Jay Coghill
Social Policy & Fiscal Framework Tim Schuurman (A)
CIA & ADM Ontario Internal Audit Division Richard Kennedy
Enterprise-Wide Audit Service Team Sanjeev Batra
Enterprise-Wide I&IT Audit Service Team Laura Koo
Corporate Financial Assurance Audit Service Team Larry Yandowsky
Education Audit Service Team Aaron McCay
Culture & Innovation Audit Service Team Charles Meahar
Government Services Audit Service Team Stuart Campbell
Finance and Revenue Audit Service Team Linda Lim (A)
Justice Audit Service Team David Hone
Health Audit Service Team Ken Flynn
Transportation & Agriculture Audit Service Team Nancy Lavoie (A)
Resources & Labour Audit Service Team Ray Masse
Community Services Audit Service Team David W. Johnston
ADM & Chief Economist Office of Economic Policy Pat Deutscher
Industrial & Financial Policy Branch Alvaro del Castillo
Labour & Demographic Analysis Branch Ambaye Kidane
Economic & Revenue Forecasting & Analysis Branch Brian Lewis
ADM Provincial Local Finance Division Allan Doheny (A)
Property Tax Analysis & Municipal Funding Policy Branch Chris Broughton (A)
Provincial Local Initiatives Branch Helen Harper
Property Tax Legislation & Assessment Policy Branch Diane Ross
ADM & CIO Central Agencies & IT Cluster* Jim Hamilton
Services Management Branch Cathy Bulych
Customer Solutions Delivery Michael Kolbe (A)
I&IT Strategy and Planning James Bovis
I&IT Project Director Mike Anderson (A)
I&IT Project Director Stephen Webb (A)
CAO & ADM Corporate & Quality Service Division* Helmut Zisser
Business Services Branch Fausi Riad
Corporate Planning & Finance Branch Linda Gidney
Strategic HR Services Branch Allison Thompson (A)
ADM Revenue Agencies Oversight Division Barry Goodwin
Alcohol & Fuel Policy Branch Barbara Hewett
Gaming Policy Branch Sean Hume
ADM Pensions, Income Security & Research Leslie Cooke
Pension Policy Branch Bruce MacNaughton
Strategic Quantitative Research Branch Charles Whitfield
Income Security Modernization Unit Joe Cox (A)
ADM Taxation Policy Division Sriram Subrahmanyan
Personal Tax Policy & Design Branch Kalee Pierce
Corporate & Commodity Taxation Branch Ann Langsdorf
Treasury Board Office

* Also supports the Ministry of Revenue

LEGISLATION

The following is a list of the legislation for which the Ministry of Finance has primary legislative or administrative responsibility, sorted by the core business and the item or sub-item.

Taxation, Agencies and Pensions Policy

Item 1202-1: Office of Taxation, Agencies and Pensions
Alcohol and Gaming Regulation and Public Protection Act, 1996 (only specified provisions)
City of Toronto Act, 2006 (joint)
Community Small Business Investment Funds Act (shared with Ministry of Revenue)
Corporations Tax Act (shared with Ministry of Revenue)
Crown Foundations Act, 1996
Employer Health Tax Act (shared with Ministry of Revenue)
Estate Administration Tax Act, 1998 (shared with Ministry of Revenue)
Fuel Tax Act (shared with Ministry of Revenue)
Gasoline Tax Act (shared with Ministry of Revenue)
Highway Traffic Act (only specified provisions) (shared with Ministry of Revenue)
Income Tax Act (shared with Ministry of Revenue)
Land Transfer Tax Act (shared with Ministry of Revenue)
Liquor Control Act
Mining Tax Act (shared with Ministry of Revenue)
Ministry of Revenue Act (shared with Ministry of Revenue)
Ontario Guaranteed Annual Income Act (shared with Ministry of Revenue)
Ontario Lottery and Gaming Corporation Act, 1999
Pension Benefits Act (joint with the Financial Services Commission of Ontario)
Race Tracks Tax Act (shared with Ministry of Revenue)
Racing Commission Act, 2000
Retail Sales Tax Act (shared with Ministry of Revenue)
Taxation Act, 2007 (shared with Ministry of Revenue)
Taxpayer Protection Act, 1999
Tobacco Tax Act (shared with Ministry of Revenue)

Economic, Fiscal and Financial Policy

Item 1203-1: Economic Policy

Statistics Act

Item 1203-5: Provincial-Local Finance Division

Assessment Act
City of Toronto Act, 2006 (joint)
Education Act (joint)
Electricity Act, 1998 (only specific provisions) (joint)
Municipal Act, 2001 (joint)
Municipal Property Assessment Corporation Act, 1997
Provincial Land Tax Act, 2006 (shared with Ministry of Revenue)
Tax Incentive Zones Act (Pilot Projects), 2002
Tax Increment Financing Act, 2006

Item 1203-8: Office of the Budget and Treasury Board

Auditor General Act
Capital Investment Plan Act, 1993
Financial Administration Act
Fiscal Transparency and Accountability Act, 2004
Interim Appropriation Acts
Investing in Ontario Act, 2008
Public Sector Salary Disclosure Act, 1996
Supplementary Interim Appropriation Acts
Supply Acts

Financial Services Industry Regulation

Item 1204-1: Financial Services Commission of Ontario

Automobile Insurance Rate Stabilization Act, 2003
Compulsory Automobile Insurance Act
Co-operative Corporations Act
Credit Unions and Caisses Populaires Act, 1994
Financial Services Commission of Ontario Act, 1997
Insurance Act
Loan and Trust Corporations Act
Marine Insurance Act
Mortgage Brokerages, Lenders and Administrators Act, 2006
Pension Benefits Act
Prepaid Hospital and Medical Services Act
Registered Insurance Brokers Act

Item 1204-2: Motor Vehicle Accident Claims Fund

Motor Vehicle Accident Claims Act

Securities Regulation
Canadian Public Accountability Board Act (Ontario), 2006
Commodity Futures Act
Securities Act
Toronto Stock Exchange Act
Trust Beneficiaries' Liability Act, 2004

Treasury

Statutory Item: Interest on Debt for Provincial Purposes

Capital Investment Plan Act, 1993
Electricity Act, 1998 (joint)
Financial Administration Act
Ontario Loan Acts

Other

MPPs Pension Act, 1996
Public Sector Compensation Restraint to Protect Public Services Act, 2010
Province of Ontario Savings Office Act
Province of Ontario Savings Office Privatization Act, 2002
Skydome Act (Bus Parking), 2002
Social Contract Act, 1993
Unclaimed Intangible Property Act, 1990

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12 ($M)

($M)	Ministry Planned Expenditures 2011-12
Operating	11,647.0
Capital	0.3
TOTAL*	11,647.3

*Excluding Consolidation and Other Adjustments

Table 2: Operating and Capital Summary by Vote

VOTE PROGRAM	Estimates 2011-12 $	Change from 2010-11 Estimates $	%	Estimates 2010-11 $	Interim Actuals 2010-11 $	Actual 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	39,491,200	(7,447,300)	(15.9)	46,938,500	38,812,900	37,673,196
Taxation, Agencies and Pensions Policy	20,818,400	(53,200)	(0.3)	20,871,600	17,588,400	14,355,368
Economic, Fiscal and Financial Policy	2,120,142,900	(1,056,744,000)	(33.3)	3,176,886,900	1,834,352,900	1,684,911,304
Financial Services Industry Regulation	1,952,000	(2,500,000)	(56.2)	4,452,000	4,451,000	506,148,192
Investing in Ontario	1,000	-		1,000	-	-
Total Operating and Capital Expense to be Voted	**2,182,405,500**	**(1,066,744,500)**	**(32.8)**	**3,249,150,000**	**1,895,205,200**	**2,243,088,060**
Statutory Appropriations						
Treasury Program	9,464,497,900	313,781,700	3.4	9,150,716,200	8,853,891,319	10,873,797,696
Other Statutory Appropriations	67,014	-		67,014	64,014	65,968
Amortization, the *Financial Administration Act*	322,100	131,900	69.3	190,200	188,000	14,807
Total Operating and Capital Expense	**11,647,292,514**	**(752,830,900)**	**(6.1)**	**12,400,123,414**	**10,749,348,533**	**13,116,966,531**
Consolidation and Other Adjustments	1,769,201,800	(314,733,300)	(15.1)	2,083,935,100	1,527,045,781	1,806,317,627
Total Including Consolidation & Other Adjustments	**13,416,494,314**	**(1,067,564,200)**	**(7.4)**	**14,484,058,514**	**12,276,394,314**	**14,923,284,158**
OPERATING AND CAPITAL ASSETS						
Ministry Administration	1,000	(16,000)	(94.1)	17,000	-	-
Economic, Fiscal and Financial Policy	2,000	-		2,000	2,000	4,493,363,299
Financial Services Industry Regulation	651,000	101,000	18.4	550,000	550,000	530,352
Total Operating and Capital Assets to be Voted	**654,000**	**85,000**	**14.9**	**569,000**	**552,000**	**4,493,893,651**
Statutory Appropriations						
Harmonized Sales Tax, the *Financial Administration Act*	1,000	-		1,000	1,000	-
Total Operating and Capital Assets	**655,000**	**85,000**	**14.9**	**570,000**	**553,000**	**4,493,893,651**

Note: Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim Actuals reflect the numbers presented in the 2011 Ontario Budget.

LIST OF ACRONYMS

ADM	Assistant Deputy Minister
BPS	Broader Public Sector
BPS-SCS	Broader Public Sector Supply Chain Secretariat
CITCA	Comprehensive Integrated Tax Coordination Agreement
CRA	Canada Revenue Agency
DICO	Deposit Insurance Corporation of Ontario
FPT	Federal-Provincial-Territorial
FRAST	Finance and Revenue Audit Service Team
FSCO	Financial Services Commission of Ontario
HR	Human Resources
HST	Harmonized Sales Tax
LCBO	Liquor Control Board of Ontario
MOF	Ministry of Finance
mTCA	Moveable/Minor Tangible Capital Assets
MVACF	Motor Vehicle Accident Claims Fund
OBTB	Office of the Budget and Treasury Board
ODB	Ontario Drug Benefit
ODSP	Ontario Disability Support Program
OEFC	Ontario Electricity Financial Corporation
OEP	Office of Economic Policy
OFA	Ontario Financing Authority
OIAD	Ontario Internal Audit Division
OLG	Ontario Lottery and Gaming Corporation
OMPF	Ontario Municipal Partnership Fund
OPCD	Office of the Provincial Controller Division
OPS	Ontario Public Service
ORC	Ontario Racing Commission
OSC	Ontario Securities Commission
OTAP	Office of Taxation, Agencies and Pensions
PSAB	Public Sector Accounting Board
PBGF	Pension Benefits Guarantee Fund
PLFD	Provincial-Local Finance Division
PMFSDR	Provincial-Municipal Fiscal and Service Delivery Review
RbP	Results-based Plan(ning)
RIS	Retirement Income System
STADCO	Stadium Corporation of Ontario Limited

CONTACT US

If you have questions about the programs and/or services of the Ministry of Finance, we invite you to start by reading our About Finance pages on the ministry's website http://www.fin.gov.on.ca . The site map and search engine on the website may also help you find the information you need.

Contact the Ministry of Finance by selecting one of the following choices:

- **Telephone**: 1-800-263-7965
- **E-mail**: financecommunications.fin@ontario.ca
- **In Person**: location of ServiceOntario/Government Information Centres can be found on Find Us - Ontario.ca where you can access a wide range of general government information including as related to the Ministry of Finance.
- **Mail**:

  Ministry of Finance
  33 King Street West
  PO Box 627
  Oshawa ON L1H 8H5

APPENDIX: ANNUAL REPORT 2010-11

2010-11 ACHIEVEMENTS

The Ministry of Finance is responsible for a wide range of strategic services and activities in support of the Ontario Government's key priorities. These are some highlights of the ministry's achievements in 2010-11.

Office of Taxation, Agencies and Pensions

- Built on the significant modernization reforms in Bill 236, the *Pension Benefits Amendment Act, 2010,* to prepare Bill 120, the *Securing Pension Benefits Now and For the Future Act, 2010*. Together, these bills form the most significant pension reform package to be introduced in Ontario in more than 20 years and balance the diverse interests of pensioners, pension plan members and plan sponsors. Both bills were passed unanimously in 2010.
- Supported the province's leadership role during Federal-Provincial-Territorial (FPT) Finance Ministers' meetings and negotiations on improving Canada's retirement income system (RIS). The Division drafted the Ontario discussion paper on the RIS, and supported the ongoing FPT initiative to develop complementary reform initiatives: options for fully-funded, modest Canada Pension Plan expansion and a framework for expanding coverage through Pooled Registered Pension Plans.
- Prepared additional policy analysis and legislative requirements to implement Ontario's Tax Plan for Jobs and Growth. Worked with the federal government in the development of technical material in support of the implementation of the HST. Worked with Ministry of Revenue in developing technical bulletins and brochures to help educate the public on Ontario's Tax Plan for Jobs and Growth.
- Supported the policy development of subsequent measures to provide tax relief to people. Over three years, the tax plan and additional measures will provide $12 billion in temporary and permanent tax relief to people (including the Children's Activity Tax Credit and the Northern Ontario Energy Credit); and more than $4.8 billion in tax relief to businesses over three years.
- Prepared detailed analysis and released technical report on the impact of the HST on households and business, including commissioning the first report on business pass-through of HST savings.
- Secured government approval to modernize provincial gaming, including the launch of Internet Gaming to be conducted and managed by OLG by 2012.
- Supported implementation of the Beer and Wine taxes to ensure overall revenue neutrality, minimal alcohol price, consumer or stakeholder impacts.

Office of Economic Policy

- Provided advice and risk analysis on the macroeconomic environment and outlook with particular attention paid to the implications for the revenue outlook and fiscal plan. This included delivery of the 2010 Economic Outlook and Fiscal Review and quarterly Ontario Economic Accounts. Provided policy analysis and forecasts to be included in the 2011 Ontario Budget and input towards the development of the 2011 Pre-Election Report required by FTAA (*Fiscal Transparency and Accountability Act, 2004*).

- Provided analysis and advice on key government policy initiatives in innovation, social innovation, risk capital, aboriginal affairs, water, climate change, and strategies for knowledge and training; as well as government investments and research support for strategic industry sectors.
- Delivered a major automobile insurance reform package as announced by the government and provided advice and support towards the implementation of the reforms in September, 2010.
- Provided support and advice on the establishment of a Canadian Securities Regulator including Ontario's support of the federal reference of the proposed *Canadian Securities Act* to the Supreme Court of Canada, the development of regulatory frameworks for over-the-counter derivatives and credit rating agencies, the tightening of investor protection measures and input toward the introduction of financial literacy in Ontario's curriculum, commencing in September 2011.
- Produced the Ontario Population Projections, 2010-2036 for the province and each of its 49 Census Divisions and provided on-going support for the government's compensation strategy and Poverty Reduction Strategy.

Provincial Local Finance Division

- Committed $577[1] million to 372 municipalities in funding through the 2011 Ontario Municipal Partnership Fund (OMPF) grants.
- Facilitated the provincial uploads of an estimated $947 million in social assistance benefit program costs to municipalities in 2011. This year the province completed the upload of the Ontario Disability Support Program (ODSP) benefits and continues to phase in the upload of Ontario Works benefits, building on the previous upload of the Ontario Drug Benefits (ODB) (completed in January 2008) and the administration component of ODSP (completed in 2009). These uploads, including up to $125 million in court security costs annually will provide municipalities with a net benefit of $1.5 billion annually by 2018.
- Continued implementation of the $540 million cut to Business Education Tax rates.
- Continued to implement key changes to stabilize the property tax system, including the introduction of a four-year reassessment cycle and mandatory phase-in of property assessment increases which began in 2009.

Budget and Treasury Board Office

- Led the coordination and monitoring of the province's fiscal plan and outlook and played a key role in developing the 2011 Budget, 2010 Economic Outlook and Fiscal Review, and quarterly updates of the province's finances, and the Expenditure Estimates.
- Provided advice and analysis to the Minister, Treasury Board/Management Board of Cabinet and other committees of Cabinet on government fiscal policy and specific program expenditures.
- Provided analysis and advice to ministries in support of the development of their multi-year Results-based Plans and in-year Treasury Board/Management Board of

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[1] The $577 million for the 2011 OMPF reflects the municipalities' fiscal year (January to December), which is different from provincial budget planning cycle (April to March).

Cabinet submissions. In addition, continued to promote effective partnerships with ministries, agencies and other central agencies to support sound, timely decisions and the delivery of priorities.

- Provided strategic advice to the Minister of Finance to support participation in two meetings of federal-provincial-territorial Finance Ministers and the Premier at the annual Council of the Federation meeting. Also provided ongoing monitoring and strategic advice on Ontario's position on federal-provincial fiscal arrangements.

Office of the Provincial Controller

- Delivered the 2009-10 Annual Financial Report and Consolidated Financial Statements, receiving a clean audit opinion from the Auditor General. Also worked collaboratively with them on the implementation of New Public Sector Accounting Board (PSAB) standards; and with other jurisdictions and PSAB on the development of improved accounting standards for the public sector. Consulted with key stakeholders to resolve outstanding accounting and reporting issues pending transition to International Financial Reporting Standards (for certain public entities).
- Led the successful implementation of the HST into the government's operations, involving coordination of integrated plans for 35 ministry teams, changes to 56 ministry systems, and extensive two-way communications with 890 government agencies on their operation and implementation requirements.
- Improved the integrity of the government's financial infrastructure and stewardship over government assets through the upgrading of reporting requirements for the annual Certificates of Assurance, provided by ministries on the state of their internal controls. Collaborated with ministries to implement enhancements to their internal control processes.
- In collaboration with the Ministry of Government Services, assisted in the implementation of strengthened public accountability framework for government agencies. Supported training for ministries in implementing financial risk management, performance measurement and accountability frameworks.
- Coordinated efforts to strengthen financial management capacity through joint partnerships with the Ontario Public Service policy and program delivery communities. Delivered key learning events to improve understanding of financial management principles and practices across the Public Service.

Broader Public Sector Supply Chain Secretariat

- Developed the BPS Procurement Directive, mandated under the *Broader Public Sector Accountability Act*, and the BPS Procurement Directive Implementation Guidebook to support the transition to the new rules on fair, open and transparent procurement in the BPS.
- Delivered English and French Webinar information sessions about the BPS Procurement Directive to over a thousand participants representing the health, education, higher learning and social services sectors. Commenced sector-specific training sessions on the BPS Procurement Directive across Ontario starting March 2011.
- Completed a group purchasing initiative focused on capital equipment for Ontario hospitals (including such items as MRI's CT scanners, beds, IV pumps, etc) that

generated 9% in savings. This successful initiative has set the foundation to expand to a more permanent province-wide solution.
- As part of the Open for Business initiative collaborated with the national association for the Canadian medical technology industry (MEDEC) and the Information Technology Association of Canada to develop a handbook to assist companies seeking access to broader public sector markets.

Ontario Internal Audit Division (OIAD)

- Continued to be in demand from Ministries. Client survey results indicate that our clients are 90% satisfied or more, year after year with our services.
- Continued to evolve the Corporate Financial Assurance Program. Working with the Office of the Provincial Controller Division (OPCD) as well as selected ministries, OIAD rolled out a financial assurance process that is being used to evaluate risks and strengthen/enhance controls at all levels of a financial transaction.
- Provided advisory services and participated in key enterprise-wide initiatives to support the enhancement of corporate governance and management policy frameworks, and corporate directives frameworks to strengthen risk management, control effectiveness, Transfer Payment Accountability, and Agency Governance.

Ministry Administration

Financial and Administrative Services

- Managed the Results-based Planning process for the Ministries of Finance and Revenue, meeting corporate expectations on the 2010-11 Printed Estimates, the 2010-11 Results-based Plan Briefing Books and the 2011-12 Results-based Plan submissions. Coordinated the Estimates Review by the Standing Committee on Estimates for both the Ministry of Finance and the Ministry of Revenue.
- Continuously monitored expenditure plans and communication of strategies to contain costs, resulting in the timely declaration of savings for the Ministry of Finance and the Ministry of Revenue.
- Managed in-year submissions to central agencies to address emerging business requirements, project approvals, report backs and financial risks.
- Managed the 2009-10 Public Accounts process for both the Ministry of Finance and the Ministry of Revenue. Provided controllership advice and support to program areas on a range of issues, including managing affordability of staffing limits, and providing strategic business support systems to identify and manage planned recruitment.
- Conducted threat risk assessments for all ministry-led locations and submitted the annual joint ministry physical security plan in compliance with the OPS Physical Building Security Operating Policy. Submitted the annual Continuity of Operations Plan.
- Developed and filed the 3-year Green Plan which included the creation of a Green Innovation Award.
- Continued to support the corporate priorities of diversity and accessibility by advancing new initiatives such as establishing a diversity and inclusion advisory group. Developed the annual Accessibility Plan.

Strategic Human Resources Services Branch

- Provided strategic human resources design and realignment services to the Ministry of Finance and Ministry of Revenue to ensure those organizations have the right people, in the right place, at the right time. Significant organizational change initiatives were supported in both ministries.
- Provided technical advice and support for business transformation initiatives, including activities stemming from the 2010 Ontario Budget, within the Ministry of Finance and Ministry of Revenue and the OPS.
- Engaged with senior leaders to establish divisional Strategic HR Service Plans, including the analysis of the divisional priorities, major responsibilities, emerging business challenges, organizational health metrics and human resources challenges to ensure their divisions are positioned to deliver on current and emerging business needs.
- Developed a Ministry of Revenue Strategic Human Resources Framework that supports the ministry's transformation agenda, new strategic direction and aligns with the ministry's mission, vision and values.
- Supported managers and employees in both ministries in achieving optimum talent and performance assessment completion rates by the corporate deadlines set for both initial plan set-up and mid-year reviews.
- Continued quality journey toward organizational excellence and was awarded Level 2 Certification by the National Quality Institute (NQI).

Communications and Corporate Affairs Branch

- Led the publication and production of key ministry products, including:
  - 2011 Ontario Budget
  - 2010 Economic Outlook and Fiscal Review
  - Public Sector Salary Disclosure
  - Ontario Savings Bonds: The successful advertising campaign resulted in $1.1 billion in sales during the three-week selling period in June 2010.
- Provided advertising and promotional support for the Ontario Children's Activity Tax Credit campaign.

Legal Services Branch

- Involved in various *Securities Act* amendments to keep pace with evolving international regulatory standards and to implement Canada's G20 commitments and provided advice regarding the national securities regulator initiative, including review of the proposed Canadian *Securities Act* and the transition plan to the new regulator.
- Provided legal support in the development of pension reform legislation and regulations arising from the Report of the Expert Commission on Pensions, public sector solvency relief regulations and pension division on marriage breakdown regulations.
- Provided legal advice on the Province's coordinated financial assistance to the automobile sector with the federal government and reviewed extensive documentation in connection with General Motors' Initial Public Offering.
- Involved in the prosecution of Provincial Offences charges laid by Ministry of Revenue personnel as well as in the conduct of appeals and other civil actions arising from

appeals of tax assessments under various provincial tax statutes, including the *Tobacco Tax Act*, the *Retail Sales Tax Act*, the *Corporations Tax Act*, the *Gasoline Tax Act*, the *Land Transfer Tax Act,* the *Employer Health Tax Act* and other statutes.

- Provided legal advice and support on the transaction which extended Teranet's exclusive licences to facilitate the delivery of electronic land registration and writs services for a further period of 50 years. The transaction was announced as part of the Province's 2010 Economic Outlook and Fiscal Review and resulted in proceeds to the Province of approximately $1 billion.

Finance and Revenue Audit Services Team (FRAST)

- FRAST clients continued to ask for assurance and consulting services. Client satisfaction survey results indicated that FRAST clients were well satisfied with the team's services and performance. A recent survey revealed that 92% of clients are satisfied with FRAST's audit services.
- FRAST continued to assist ministries when dealing with the Auditor General of Ontario, and prepared senior government officials for the tabling of the Auditor General's Annual Report.

AGENCIES, BOARDS AND COMMISSIONS

Deposit Insurance Corporation of Ontario (DICO)

- All depositors were protected from loss of any deposits held in Ontario's credit unions and caisses populaires despite some institutions ceasing to carry on business.
- All institutions exhibiting higher than acceptable risk profiles were subject to increased scrutiny and appropriate steps were taken to protect depositors.
- DICO is taking proactive steps to recover past losses from failures due to fraud and illegal activities of former credit union employees and directors.
- DICO's website provides transparent, accessible information to the public on DICO's deposit insurance coverage, regulatory activities, programs and performance.
- DICO's Deposit Insurance Reserve Fund increased to $94.8 million to provide increased safety and security for depositors.

Financial Services Commission of Ontario (FSCO)

- Implemented the Ontario government's auto insurance reforms and communicated the reforms to ensure they would be clearly understood by consumers. Appointed a panel of experts to recommend changes to the definition of catastrophic impairment in the Statutory Accident Benefits Schedule (SABS) and develop minimum standards setting out the training and experience required for assessors. Issued a Request for Proposals to conduct a scientific, evidence-based study and make recommendations in the development of minor injury treatment protocol.
- FSCO consulted on a risk based regulation framework for pension regulation with Advisory Committee members and stakeholder groups. Posted a consultation paper on best practices for pension plan administrators on how to deal with member complaints and inquiries.
- Implemented enhanced risk-based monitoring, examination and enforcement activities to promote industry compliance with the *Mortgage Brokerages, Lenders and Administrators Act (MBLAA), 2006,* and associated regulations which significantly improved compliance rates. FSCO released a public consultation paper in December 2010 about mandatory continuing education for mortgage brokers and agents in Ontario.
- FSCO worked with the Canadian Association of Pension Supervisory Authorities (CAPSA) and completed a proposed new agreement to establish clear rules for the administration and regulation of multi-jurisdictional pension plans and issued for consultation draft guidelines for pension plan investment and funding.
- FSCO implemented key consumer financial literacy initiatives including new Fund Facts and Key Facts disclosure documents that make it easier for consumers to understand and make informed investment decisions concerning individual variable insurance contracts (IVICs) and segregated funds. Implemented new rules that came into effect April 1, 2011 to improve disclosure to consumers who are considering replacing their existing insurance policy with a new one.

Ontario Financing Authority (OFA)

- Completed the Province's long-term borrowing program and achieved program objectives of term extension, completion of at least 50% in the domestic market, and diversification of foreign borrowing. The OFA also provided $1.6 billion in long-term loans to public bodies, including a number of Ontario colleges, school boards, and crown corporations.
- Provided ongoing advice and support in delivering required financial assistance to the North American automotive manufacturing industry.
- Led negotiations on behalf of the Province to renew Teranet's exclusive licenses to provide electronic land registration and writs services for an additional 50 years. Borealis Infrastructure, Teranet's current owner, provided a $1 billion payment to the Province, which has been used to reduce the Province's debt and borrowing requirements.
- Undertook significant due diligence on Aboriginal Loan Guarantee Program applications. Supported electricity policies and initiatives, including development and implementation of the Northern Industrial Electricity Rate Program and the Ontario Clean Energy Benefit.
- Provided cost effective banking and cash management services to the OPS, including significant progress on implementing mandatory Payment Card Industry Data Security Standards for payments that various ministries receive via credit and debit cards.

Ontario Securities Commission (OSC)

- Strengthened enforcement through the creation of a specialized insider trading investigations team and development of proprietary technology to better identify illegal trading prior to public disclosure of mergers and acquisitions. The goal of these initiatives is to widen the surveillance net to find the individuals who are the source of insider trading in advance of major corporate deals and announcements.
- Created Investor Advisory Panel (IAP) to enable investor input in OSC rule and policy making process. The seven-member independent Panel has a range of experience and skills to provide comments on OSC proposed rules, policies, concept papers and discussion drafts. The Panel consults with, and seeks input from, investors and organizations representing investors in carrying out its mandate.
- Completed the first step in the implementation of the Point of Sale disclosure project that will provide investors with more meaningful and effective disclosure at the time of purchase of mutual funds. As of January 1, 2011, mutual fund companies are required to prepare a Fund Facts document for each of their mutual funds. They must make the Fund Facts available to investors on their website and deliver the Fund Facts to investors free of charge upon request no later than July 8, 2011. The new "Fund Facts" is designed to give investors key information about a mutual fund, in language they can easily understand, at a time that is relevant to their investment decision.

- Implemented the adoption of International Financial Reporting Standards (IFRS) for financial reporting to ensure high quality financial reporting and easier comparability of financial results. The OCS facilitated a smooth regulatory transition for the benefit of issuers, their advisors and their investors through various educational outreach initiatives.

Ministry 2010-11 Interim Actual Expenditures and Staff Strength

Table 1: Ministry Interim Actual Expenditures and Staff Strength, 2010-11

	Ministry Interim Actual Expenditures * 2010-11 ($M except Staff Strength)
Operating and Capital	534.9
Ontario Municipal Partnership Fund	683.5
Operating Contingency Fund	250.0
Power Purchases	1,281.0
Interest on Debt	9,527.0
Staff Strength as of March 31, 2011	1,399.5

*Refer to pages 227 & 228 in the 2011 Ontario Budget

Francophone Affairs

Ontario

Published Results-based Plan 2011-12

Office of Francophone Affairs

ISSN# 1718-6617

Ce document est disponible en français

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Published Results-based Plan 2011-12

MINISTRY OVERVIEW

Overview Statement

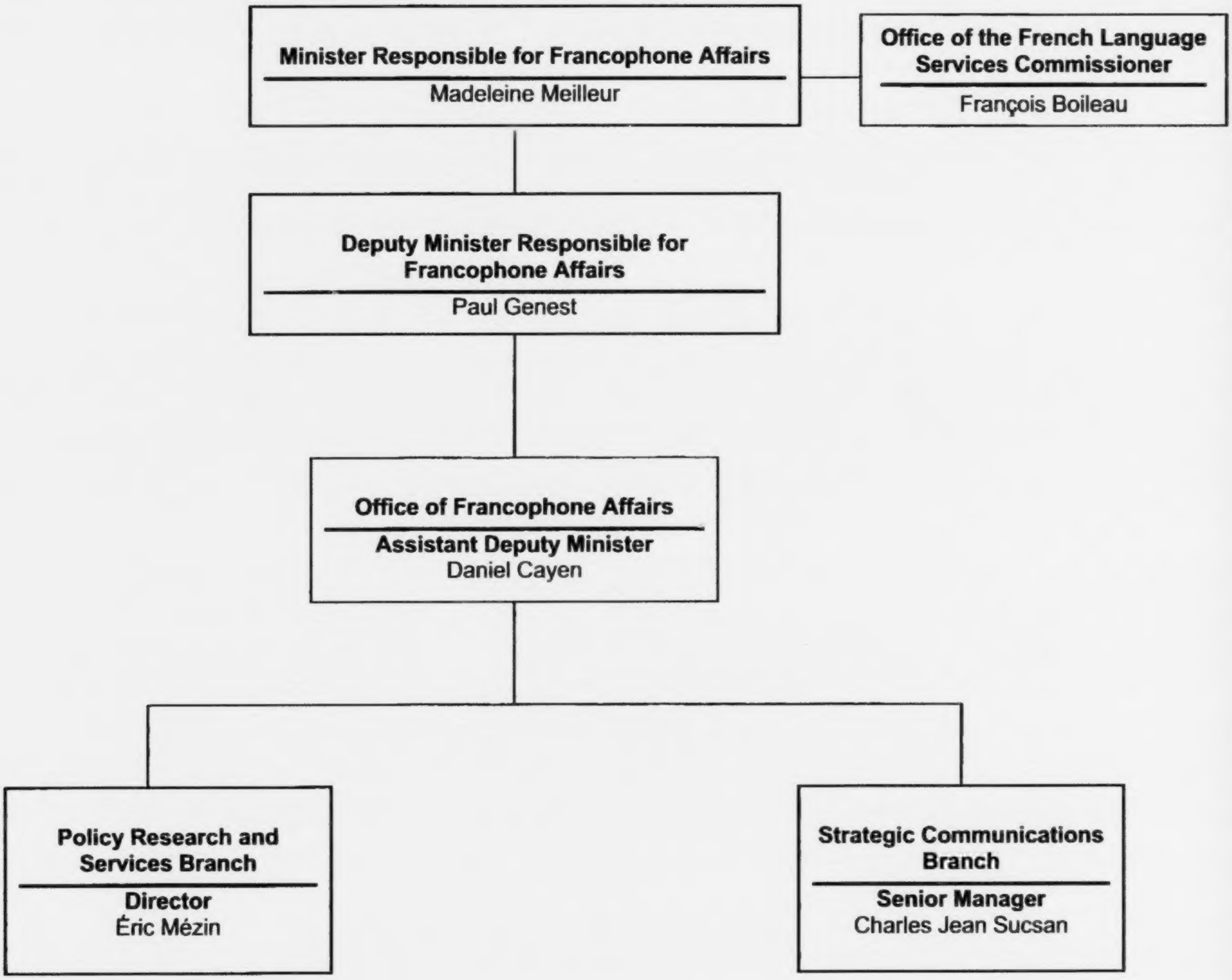
The Office of Francophone Affairs' mandate is to oversee the application of the French Language Services Act (FLSA), work with ministries to ensure that the needs and interests of the Francophone community are taken into account in public policies and programs, and facilitate the participation of the Francophone community in government related initiatives.

Mandate

As steward of the FLSA and main advisor of the government on Francophone Affairs, the Office of Francophone Affairs:

- Sees to the application of the FLSA and works with ministries and agencies to ensure that French-language services are available to the public in designated areas of the province;
- Leads the French-language services implementation planning process in newly designated areas and designates new areas and agencies under the FLSA;
- Provides expert strategic and operational advice to ministries and agencies and develops resources to support them in their efforts to offer and deliver accessible and high quality services;
- Promotes Francophone affairs inside government and partners with key ministries on policy and program initiatives to foster the participation and added-value of the Francophone community in the prosperity of the province;
- Reaches out to the Francophone community and raises the profile of government initiatives that improve the lives of Francophone citizens; and
- Liaises with other jurisdictions on matters relating to the *Francophonie* and enhances the profile of the province, both at the national and international levels.

Office of Francophone Affairs Organization Chart


Minister Responsible for Francophone Affairs
Madeleine Meilleur
Office of the French Language Services Commissioner
François Boileau
Deputy Minister Responsible for Francophone Affairs
Paul Genest
Office of Francophone Affairs
Assistant Deputy Minister
Daniel Cayen
Policy Research and Services Branch
Director
Éric Mézin
Strategic Communications Branch
Senior Manager
Charles Jean Sucsan

Legislation
French Language Services Act.

Agencies, Boards and Commissions (ABCs)
Provincial Advisory Committee on Francophone Affairs
Office of the French Language Services Commissioner

PUBLISHED RESULTS-BASED PLAN 2011-12

The following strategies outline the key activities of the Office of Francophone Affairs in 2011-12:

Key Strategy 1: Modernizing French-language services

Building capacity of French-language services

- Lead the analysis of three requests for designation under the FLSA (Niagara, Durham and Waterloo).
- Develop and share new resources to support the work of ministries on French-language services.
- Develop a new policy as well as new guide for managers to improve and bring consistency to the practices surrounding designated bilingual positions in the OPS.
- Develop options on how to ensure Government agencies are in compliance with the FLSA when delivering their services through third parties.
- Develop a strategy with a view to negotiate a new Canada-Ontario Agreement starting in April 2011.
- Develop a new directive on the concept of "Active Offer" of French-language services.
- Develop an "FLS Lens" on-line resource; to help policy analysts better integrate the requirements of the FLSA into new policies and programs.
- Following the adoption of new guidelines about communications in French, develop and implement mandatory training sessions for all Ontario Public Service (OPS) employees working in communications branches.

Accountability for results

- Continue to work with ministries to ensure a coherent and coordinated approach to the planning and delivery of quality French-language services and the measurement of results through the results-based planning process and the coordination of the Interministerial French-language Services Performance Measurement Committee's activities.
- Support the work of the Minister's Provincial Advisory Committee on Francophone Affairs.

Community of practice for excellence in French-language services

- Promote the creation of a community of practice for excellence in French-language services through the OPS French Language Services Awards of Excellence and professional development opportunities for bilingual professionals.

Key Strategy 2: Promoting Ontario's visibility in Francophone affairs

Provincial and inter-provincial levels

- Work on the continued implementation of agreements on Francophone affairs.
- Continue to strengthen Ontario's leadership role on Francophone affairs at the federal-provincial-territorial level, through active participation in the activities leading to *the Ministerial Conference on the Canadian Francophonie.*

National and international levels

- Liaise with other jurisdictions on matters relating to the *Francophonie* and enhance the profile of the province, both at the national and international levels.
- Coordinate with the federal government to ensure the participation of Ontario in the XIII Sommet de la francophonie in Montreux.
- Work on initiatives for international cooperation in areas such as education and economic development.

Key Strategy 3: Contributing to a stronger Francophone community

Leverage key government initiatives

Work with ministries on the development of French-language services for the Francophone community with a primary focus on areas such as health care, community and social services, immigration, economic development, education, and labour market development and training:

- **Health** – Ensure that the Francophone Community Engagement Regulation is implemented and that Francophone Health Planning Entities are being identified;
- **Community and Social Services** – Support planning of French-language services in the continued implementation of Best Start;

Support implementation of services for Francophone women under the Domestic Violence Action Plan and the Sexual Assault Action Plan;

- **Immigration** – Support planning of language training programs, settlement services, and supports for internationally trained professionals which meet the needs of French-speaking newcomers;
- **Northern Development** – Support the development of a Northern Ontario Growth Plan inclusive of Francophones, and in keeping with the letter and spirit of the FLSA;
- **Tourism** – Support the development of regional tourism organizations (RTOs) inclusive of Francophones, and in keeping with the letter and spirit of the FLSA;
- **Economic Development** – Promote the value of the Francophone factor in Ontario's economic sector;
- **French Language Services Commissioner** – Coordinate the Government's responses to the Commissioner's recommendations;
- **Labour Market Development and Training** – Participate in the ongoing implementation of the Canada-Ontario Labour Market Development Agreement as it relates to French-language services and programs.

Capacity Building Initiatives – Community Development and Outreach

- Work with Francophone community organizations on an innovative Youth Engagement Strategy to engage Franco-Ontarian youth and foster a stronger sense of Franco-Ontarian identity; and
- Continue to administer the public education grants program in the area of the prevention of violence against women.

MINISTRY FINANCIAL INFORMATION

Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures ($M) 2011-12
Operating	5.4788
Capital	-

Ministry Planned Expenditures by Program Name 2011-12

Office of Francophone Affairs

Operating $5.4788 million

Francophone Affairs

Operating $4.5604 million

Office of the French Language Services Commissioner

Operating $0.9184 million

OFFICE OF FRANCOPHONE AFFAIRS
Operating Summary by Vote

The Office of Francophone Affairs advises government, its ministries and agencies on matters concerning Francophone affairs and the provision of French-language services. It also fosters the Francophone community's participation in Ontario society while supporting its language and culture. It transfers federal funding to other ministries and agencies for projects that are funded under the Canada-Ontario Agreement on French-Language Services.

The Office of the French Language Services Commissioner, an agency of the government, investigates compliance with the FLSA, reports on results of investigations and monitors progress of government agencies in providing French-language services.

Votes/Programs	Estimates 2011-12 $	Change from 2010-11 Estimates $	Change %	Estimates 2010-11 $	Interim Actuals 2010-11 $	Actuals 2009-10 $
OPERATING AND CAPITAL						
Francophone Affairs*	4,560,400	225,100	5.2	4,335,300	4,185,944	4,053,896
Office of the French Language Services Commissioner	918,400	128,100	16.2	790,300	754,551	736,722
Total Including Special Warrants	5,478,800	353,200	6.9	5,125,600	4,940,494	4,790,618
Less: Special Warrants	-	-	n/a	-	-	-
Total to be Voted	**5,478,800**	**353,200**	**6.9**	**5,125,600**	**4,940,494**	**4,790,618**
Special Warrants	-	-	n/a	-	-	-
Statutory Appropriations	-	-	n/a	-	-	-
Ministry Total Operating and Capital	**5,478,800**	**353,200**	**6.9**	**5,125,600**	**4,940,494**	**4,790,618**

* Estimates include $1.4 million in Federal Funding
Numbers may not add up due to rounding

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The following outlines the Office of Francophone Affairs' major accomplishments in delivering on key priorities:

Key Strategy 1: Modernizing French-language services

- Worked with line ministries to ensure a coordinated response to the French Language Commissioner's third annual report.
- Worked on a number of initiatives that support the integration of French-language services in the Ontario Public Service Modernization Agenda, including the creation of an Interministerial French-language Services Performance Measurement Committee, which developed new corporate performance measures on French-language services.
- Reviewed practices surrounding designated bilingual positions in the OPS leading to the development of a new policy on the designation of positions in the OPS.
- Initiated the development of strategies to ensure ministries are in compliance with the FLSA when delivering their services through third parties.
- Coordinated and delivered an annual five-day professional development program called French Language Excellence (FLEX), which provides an opportunity for bilingual professionals to pursue specialized professional development in French.
- Led the implementation of the two-year Canada-Ontario Agreement on French Language Services from 2008-09 to 2010-11.
- Adoption of the «Franco-Ontarian Day Act» (September 25th). On April 26, 2010, the *Franco-Ontarian Day Act* was adopted unanimously by the Legislative Assembly. This Act proclaims September 25th of each year as Franco-Ontarian Day. This day officially recognizes the contribution of Ontario's Francophone community to the cultural, historical, social, economic and political life of the province.
- Developed a new and more inclusive definition of "Francophone". Based on this new definition, the Office of Francophone Affairs produced a general statistical profile portraying the francophone population of Ontario in collaboration with the Ontario Trillium Foundation.
- Received and administered three new requests for designation under the FLSA from the Niagara, Durham and Waterloo regions. This entailed conducting a

demographic statistical analysis as well as a comprehensive impact analysis with all concerned ministries in order to formulate recommendations to the Minister.

- Managed the Canada Ontario Agreement on FLS on behalf of ministries. This entailed leading the project submission/selection process, coordinating ministries' activities and funding transfers, and ongoing liaison with the federal government to ensure reporting requirements were being met.
- The Office of Francophone Affairs, with the support of Cabinet Office communications, developed and implemented new guidelines for communications in French. These guidelines were reinforced by an official Government Directive adopted by *Treasury Board (TB) / Management Board of Cabinet (MBC)* in May 2010. It will help standardize OPS-wide practices with respect to external communications in French and ensure a consistent approach on the part of current and future employees of the OPS.

Key Strategy 2: Promoting Ontario's Visibility in Francophone Affairs

- Organized the 3rd Ontario Francophonie Awards to recognize individuals who have made valuable contributions to the advancement of the French language and culture in Ontario.
- Continued to coordinate Ontario's participation in the Francophone Affairs component of the Ontario-Québec Agreement.
- Supported Ontario's participation at the *Ministerial Conference on the Canadian Francophonie.*
- Coordinated an interministerial delegation to the 14th Montreal Conference, an international forum focusing on international trends.

Key Strategy 3: Contributing to a stronger Francophone community

- Worked closely with ministries in support of key initiatives in education, labour market development and training, health and immigration:

  Education - Worked with the Ministry of Education to ensure that the implementation of the Full Day Kindergarten Program ("PAJE") reflects and accommodates the specific needs and reality of the Francophone community, and on the data collection process of the Municipal Property Assessment Corporation (MPAC);

Labour Market Development and Training – Support the Ministry of Training, Colleges & Universities (MTCU) on the implementation of the Canada-Ontario Labour Market Development Agreement as it relates to the planning and provision of employment services in French;

Health – Provided support to the Ministry of Health in establishing six French planning entities, consistent with the Francophone Community Engagement Regulation; and

Immigration – Provided advice regarding planning of language training programs and settlement services, and supports for internationally trained professionals for French-speaking newcomers.

Ministry Interim Expenditures

	Ministry Interim Expenditures ($M) 2010-11
Operating	4.9405
Capital	--
Staff Strength (as of March 31, 2011)	25.0